

# **Buffalo Region Review**

**May 22, 1998**

**Mr. Roth**

51853 7136



## 1997 Brand Volume Performance

<u>Brand</u>	<u>YTD Volume</u>	<u>1997 vs.</u> <u>1996</u>	<u>Percent Change</u>
Total Camel	89,881	+ 5,196	+ 6.14
Total Winston	103,908	+ 225	+ .22
Total Win. Base	94,501	+ 4,577	+ 5.09
Total Salem	64,944	- 21	+ .03
RJR Full Price	284,687	+ 4,181	+ 1.49
Total Doral	85,633	+ 2,667	+ 3.21
Total Monarch	49,600	- 3,033	- 5.76
Forsyth	29,230	- 6,647	- 18.53
RJR Savings	167,225	- 8,016	- 4.57
RJR Total	451,912	- 3,835	- .84

Through 12/26/97



## 1997 Brand Volume Performance

Total Camel Shipments are plus 5,368 cases or + 6.89%

<u>Brand</u>	<u>YTD Volume</u>	1997 vs. <u>1996</u>	<u>Percent Change</u>
Camel Filter Box	13,503	+ 1,153	+ 9.34
Camel Light Box	24,251	+ 3,063	+ 14.46
Camel F Men Box	2,772	+ 1,027	+ 58.85
Camel Lt Men Box	2,825	+ 1,149	+ 68.56
Camel F Wides Box	3,349	+ 60	+ 1.82
Camel Lt Wides Box	2,070	- 27	- 1.29
Kamel Red Filter Box	1,611	N/A	New
Kamel Red Lt Box	1,800	N/A	New

Through 12/26/97



## 1997 Brand Volume Performance

Total Winston Base Shipments are plus 3,021 cases or + 3.64%

<u>Brand</u>	<u>YTD Volume</u>	1997 vs. <u>1996</u>	<u>Percent Change</u>
Winston Box	13,983	+ 2,474	+ 21.50
Winston Lt Box	8,619	+ 2,743	+ 46.68
Winston Lt 100 Box	2,655	+ 734	+ 38.21
Winston Ult King Box	782	+ 556	+ 246.02
Winston Ult 100 Box	706	+ 546	+ 341.25

Through 12/26/97



## 1997 Brand Volume Performance

Total Doral Shipments are plus 2,329 cases or + 3.04%

<u>Brand</u>	<u>YTD Volume</u>	1997 vs. <u>1996</u>	<u>Percent Change</u>
Doral FF King Box	3,237	+ 548	+ 20.38
Doral Lt King Box	3,347	+ 737	+ 27.20
Doral FF Men King Box	864	+ 129	+ 17.55
Doral FF 100 Box	2,602	N/A	New
Doral Lt 100 Box	2,933	N/A	New

Through 12/26/97



# 1997 Share Performance New Introductions

## Marlin

### Buffalo Region (C-Gas Outlets)

	<u>May '97</u>	<u>December '97</u>	<u>Difference</u>
Winston (No Bull)	4.45	5.43	+ .98
Red Kamel Styles	.17	.22	+ .05
Doral Box 100 Styles SOC	.53	1.12	+ .59
Camel Menthol Styles	.65	.62	- .03

### Buffalo Region (CTS Outlets)

	<u>May '97</u>	<u>December '97</u>	<u>Difference</u>
Winston (No Bull)	4.70	4.58	- .12
Red Kamel Styles	.09	.08	- .01
Doral Box 100 Styles SOC	1.14	2.26	+ 1.12
Camel Menthol Styles	.31	.25	- .06



# 1997 Share Performance New Introductions

## Marlin

### Buffalo Region (All Outlets)

<u>Brand</u>	<u>May '97</u>	<u>December '97</u>	<u>Difference</u>
Winston (No Bull)	4.72	5.27	+ .55
Red Kamel Styles	.17	.12	- .05
Doral Box 100 Styles SOC	.76	1.61	+ .85
Camel Menthol Styles	.36	.36	+ .00



# **Buffalo Region Review**

**May 22, 1998**

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## **TOPICS**

- 1. Volume Performance**
- 2. CIV by Trade Channels**
- 3. % CIV Low Volume**
- 4. Share Performance**
- 5. Product Availability**
- 6. Presence**
- 7. Promotion**
- 8. Individual Business Plans**
- 9. Doral/Monarch Plan**
- 10. Region Diversity Plan**
- 11. Resource Utilization**
- 12. 1998 Performance Standards**

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**Volume Performance**

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# **Volume Performance**

# **1998**



## 1998 Brand Volume Performance

<u>Brand</u>	<u>YTD Volume</u>	<u>YTD 1998 vs. 1997</u>	<u>Percent Change</u>
Total Camel	30,751	- 1,220	- 3.82
Total Winston	33,596	- 29	- .09
Total Win. Base	31,301	+1,184	+ 3.93
Total Win. Select	2,295	- 1,213	- 34.58
Total Salem	20,932	- 1,559	- 6.93
RJR Full Price	93,500	- 3,679	- 3.79
Total Doral	31,701	+1,611	+ 5.35
Total Monarch	15,749	- 1,720	- 9.85
Forsyth	10,062	- 217	- 2.11
RJR Savings	58,327	- 517	- .88
RJR Total	151,826	- 4,196	- 2.69

Through 5/15/98

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## 1998 Brand Volume Performance

### Camel:

<u>Brand</u>	<u>YTD Volume</u>	<u>YTD 1998 vs. 1997</u>	<u>Percent Change</u>
Camel Filter Soft	2,343	- 348	- 12.93
Camel Filter Box	4,760	- 121	- 2.48
Camel Light Soft	2,728	- 496	- 15.38
Camel Light Box	9,444	+ 944	+11.11
Camel F Men Box	941	- 260	- 21.65
Camel Lt Men Box	1,040	- 161	- 13.41
Camel F Wides Box	1,111	- 84	- 7.03
Camel Lt Wides Box	634	- 111	- 14.09
Kamel Red Filter Box	430	- 94	- 17.94
Kamel Red Lt Box	589	+ 63	+11.98

Through 5/15/98

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## 1998 Brand Volume Performance

### Winston:

<u>Brand</u>	<u>YTD Volume</u>	<u>YTD 1998 vs. 1997</u>	<u>Percent Change</u>
Winston King	8,270	- 1,538	- 15.68
Winston Box	5,041	+ 962	+ 23.58
Winston Lt. King	4,039	- 547	- 11.93
Winston Lt Box	3,707	+1,568	+ 73.31
Winston Lt. 100	2,462	- 449	- 15.42
Winston Lt 100 Box	1,188	+ 512	+ 75.74
Winston Ult King Box	792	+ 713	+902.53
Winston Ult 100 Box	482	+ 419	+665.08

Through 5/15/98

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## 1998 Brand Volume Performance

### Doral:

<u>Brand</u>	<u>YTD Volume</u>	<u>YTD 1998 vs. 1997</u>	<u>Percent Change</u>
Doral FF Soft	1,974	- 399	- 16.81
Doral FF King Box	1,437	+ 334	+ 30.28
Doral Lt. Soft	2,325	- 333	- 12.53
Doral Lt. King Box	1,445	+ 301	+ 26.31
Doral FF Men King Box	542	+ 299	+123.05
Doral FF 100	3,155	- 672	- 17.56
Doral FF 100 Box	1,637	+ 924	+129.59
Doral Lt. 100	4,535	- 762	- 14.39
Doral Lt. 100 Box	1,994	+1,257	+170.56

Through 5/15/98

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**Top 20 Direct Accounts**  
**April, 1998**

Direct Account	Responsible Manager/ASR	SIS #	YTD 97 Full Price	YTD 98 Full Price	YTD 97 Brand Savings	YTD 98 Brand Savings	YTD 97 RJR PL	YTD 98 RJR PL	YTD 97 Total RJR	YTD 98 Total RJR
1. McLane Northeast	S. Schwalm	375878	19,789	19,956	5,895	5,178	5,035	5,567	30,719	30,701
2. Attea	K. Jurgensen	026040	5,095	7,546	5,575	7,692	799	293	11,469	15,531
3. Dressler/Klein Candy	J. McLean	162800-761406	8,234	10,133	1,970	2,159	53	34	10,257	12,326
4. Tripifoods	R. Duszynski	649920	5,366	4,499	2,501	2,631	561	236	8,428	7,366
5. A.D. Bedell	K. Jurgensen	044880	3,808	2,577	3,589	2,810	315	230	7,712	5,617
6. Finkle Dist.	R. Tanchyk	194040	1,282	1,925	889	1,335	58	101	2,229	3,361
7. Oneida	B. Steele	688125	868	811	973	941	499	1,401	2,340	3,153
8. Tops	R. Duszynski	842166	1,751	1,444	1,235	1,342			2,986	2,786
9. Stewart's Marketing	D. Keenev	441643	2,771	2,321	158	229			2,929	2,550
10. P & C Food Markets	D. Keenev	482000	1,638	1,350	1,026	830	325	187	2,989	2,367
11. Capital Candy	R. Tanchyk	091800	1,555	1,582	675	681	11	84	2,241	2,347
12. Rite Aid	B. Steele	543630	2,005	1,886	431	444			2,436	2,330
13. Jones McIntosh	S. Schwalm	533288	786	961	753	1,065	47	18	1,586	2,044
14. Days Wholesale	S. Sheft	177968	726	833	595	1,059	33	44	1,354	1,936
15. Wegmans	R. Duszynski	683400	1,277	1,137	838	781			2,115	1,918
16. Associated Grocers	B. Cook	023880	1,414	1,257	655	490			2,069	1,747
17. Dowlings	R. Tanchyk	315288	1,174	1,124	438	501	31	6	1,643	1,631
18. TBI Corp.	B. Cook	648240	1,587	1,097	464	450			2,051	1,547
19. Manchester Tobacco	B. Cook	396640	1,096	1,149	252	383	7	6	1,355	1,538
20. Auer & Co.	S. Schwalm	026300	725	728	661	802			1,386	1,530

5/6/98

McLane Northeast equals 23% of Region Business  
Top three (3) Accounts equals 44% of Region Business  
Top five (5) Accounts equals 53% of Region Business

**Top 20 YTD RJR Total: 104,326**

**Top 20 -- Percent of Region Total 78.38%**

*Report*

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Trade Channel CIV  
CIV Low Volume

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# 1998

- **CIV by Trade Channels**
- **Low Volume % CIV**

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# Percent of Buffalo Region Cigarette Industry Volume

## SIS

		<u>1995</u>	<u>1998</u>
CG	Convenience/Gas	38%	42%
SM	Supermarkets	18%	13%
CO	Cigarette Outlets	17%	24%
SF	Small Food	10%	6%
DG	Drug	10%	6%
DT	Discount	3%	4%
LQ	Liquor	2%	1%
TB	Tobacco News	2%	1%
	Other		3%

- 55% of Region's Cigarette Outlet business is sold through 106 Indian Reservation outlets.
- 302 Cigarette Outlet locations presently in Region.
- 77 Cigarette Outlet designations added during 1997.

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## **Buffalo Region Low Volume Cigarette Industry Volume**

- **Predominately rural demographics in Region.**
- **Approximately 9% of total Region CIV sold in 0 - 74 CPW locations.**
- **Sales Force is focused on 75+ CPW accounts representing 91% of total CIV.**
- **Sales Reps contacted 60 - 74 CPW calls in 4th Quarter 97 to identify opportunity calls. An additional 2% of total Region CIV was targeted.**

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## 1998 Buffalo Region Low Volume Plan

### Background Information

Due to the predominately rural demographics of the Region, the percentage of total CIV sold through low volume (<75 CPW) calls represents a small percentage of total Region CIV. Approximately 9% of total Region CIV is sold through these outlets. During 1997, the Sales Force was focused on working 75+ CPW accounts to ensure adequate call frequency across 91% of the Region CIV. These calls obviously present greater opportunity to positively impact our business due to their volume importance, as well as a generally greater commitment to the category vs. lower volume calls. While we have penetrated deeper into this low volume universe, the majority of our activities need to be focused against 75 + CPW calls.

In November, 1997 we dropped the 75 CPW guideline to 60 CPW. Sales Reps were given target lists of 60-74 CPW calls to contact to identify opportunity accounts. An additional 2% of Region CIV is sold in this universe. The Sales Force objective was to sell DPC to accounts that did not participate in the program as well as identifying accounts that warranted call frequency due to opportunity. Frequencies were assigned to opportunity calls with 313 calls in the 60-74 CPW range now having Sales Rep frequency of quarterly or monthly.

### 0 - 99 Independent Universe

- We are presently penetrating 1,883 accounts via DPC and or Sales Rep coverage. 649 calls have a Sales Rep frequency of quarterly or monthly assigned with 384 of these calls in the 0-74 CPW range and 265 calls in the 75-99 range. Approximately 50% of these calls are being contacted by PM and or BAT on a regular basis.
- RJR presently has permanent presence in 168 of these calls with 78% of these calls being paid \$25.00 per month on a RA contract.
- PM and BAT have some sort of permanent presence in approximately 50% of these calls. Competitive payments vary widely by store with both companies averaging a \$75.00 payment.

### DPC Universe

The Region has approximately 1,240 accounts signed to DPC with indicators set as follows:

- Camel 4 carton indicator	519
- Camel 2 carton indicator	349
- Winston indicator	905
- Salem 2 carton indicator	170
- Salem 4 carton indicator	249
- Doral 2 carton indicator	222
- Doral 4 carton indicator	400

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### Action Plan:

#### 1998 Objectives:

1. Maintain / grow current DPC program universe
2. Further penetrate lower volume accounts (60-99 CPW) and commit resources in those calls where RJR can impact business.

#### Frequency / Coverage:

- Sales Representatives to continue contacting 60-99 CPW accounts to identify opportunity calls. RBM to furnish updated target list by assignment.
- Metro areas are top priority. Specifically Buffalo metro and southern Albany Division assignments.
- Assign quarterly or monthly frequency based on opportunity.

#### Presence:

- Maintain permanent presence in 60-99 CPW calls where presently contracted if beneficial (168 calls).
- We estimate that approximately 100 additional calls are targeted to gain permanent presence.
- Present \$25.00 RA payment should be sufficient in most calls to maintain presence for three brands. Doral should be top priority as much of the competitive activity is centered around the savings category.
  - Present monthly contract cost = \$ 7,752.00
  - Proposed monthly contract cost = \$10,252.00

#### Evaluation:

- Call penetration to be measured on a quarterly basis back to 649 present calls with Sales Rep frequency of quarterly or monthly, 0-99 carton per week calls.
- Permanent presence to be measured on a quarterly basis back to 168 presently contracted calls, 0-99 carton per week calls.
- Number of DPC accounts evaluated on a quarterly basis to measure increase or decrease of participation.

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**1998 Share  
Performance**

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# 1998 Share Performance



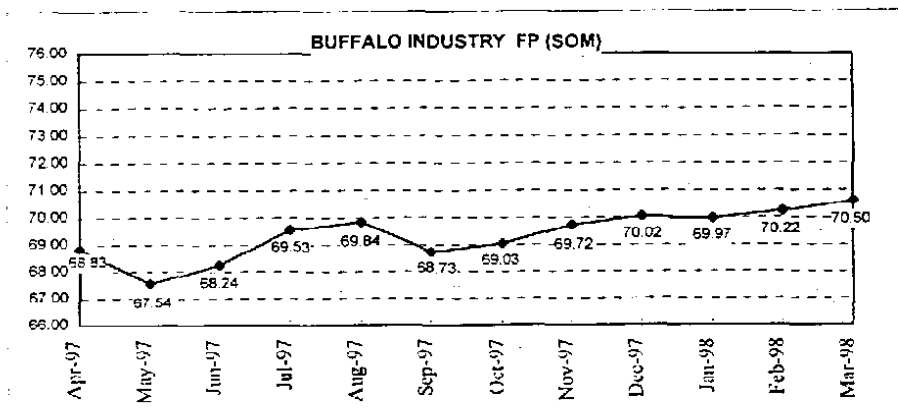
## 1998 YTD vs. Objectives

	<b>May/Dec <u>1997</u></b>	<b>YTD <u>thru 3/98</u></b>	<b><u>Difference</u></b>
<b>RJR F.P. SOC</b>	<b>20.07</b>	<b>19.51</b>	<b>- .57</b>
<b>Winston Base SOC</b>	<b>6.50</b>	<b>6.73</b>	<b>+ .23</b>
<b>Camel (x-reg) SOC</b>	<b>5.05</b>	<b>4.96</b>	<b>- .09</b>
<b>Camel (x-reg) / Winston Base SOC</b>	<b>11.55</b>	<b>11.69</b>	<b>+ .14</b>
<b>Doral SOC</b>	<b>16.28</b>	<b>17.33</b>	<b>+1.06</b>

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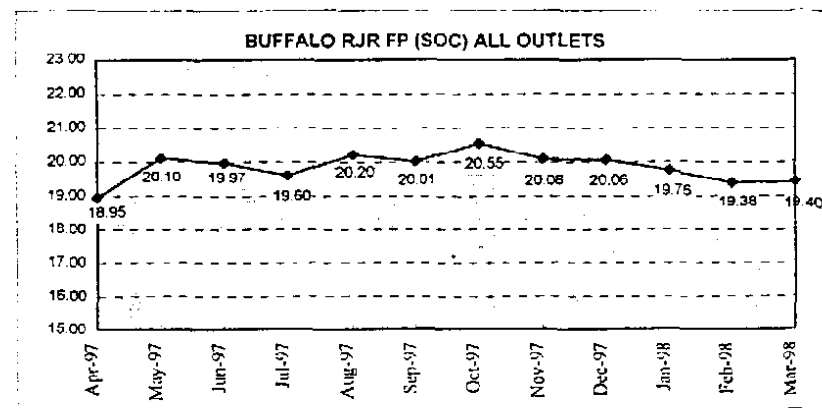


## 12 MONTH TRENDS



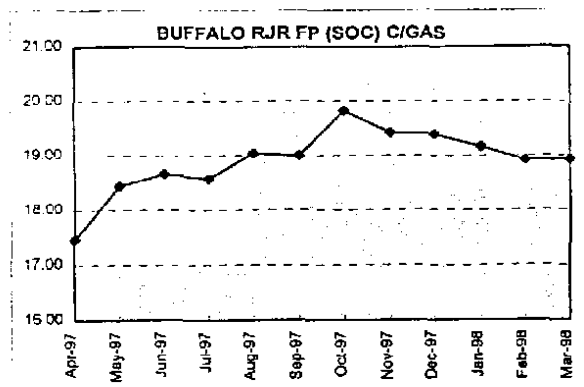
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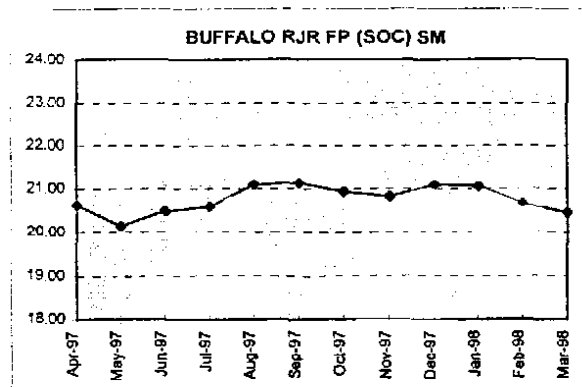
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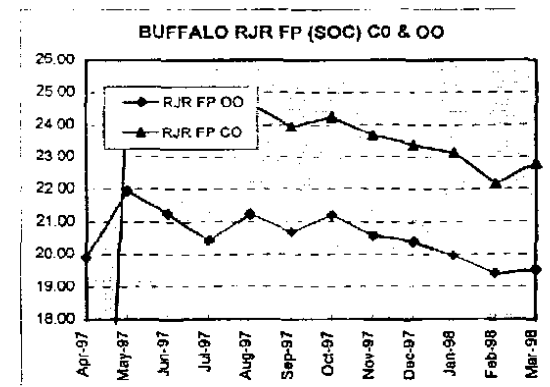
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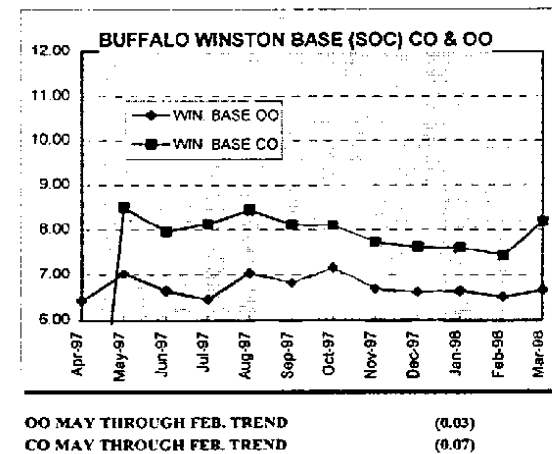
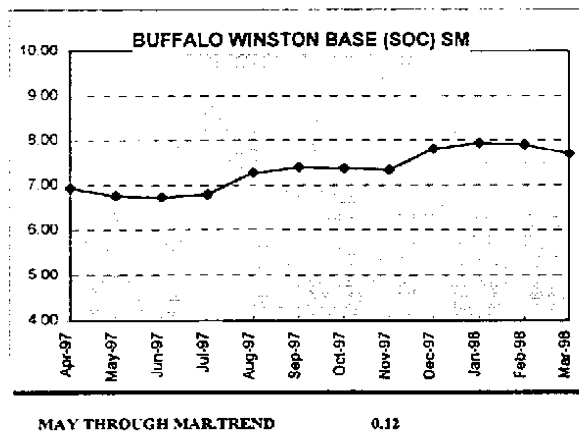
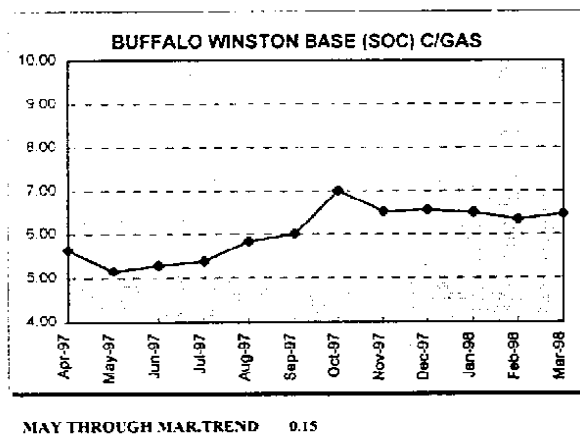
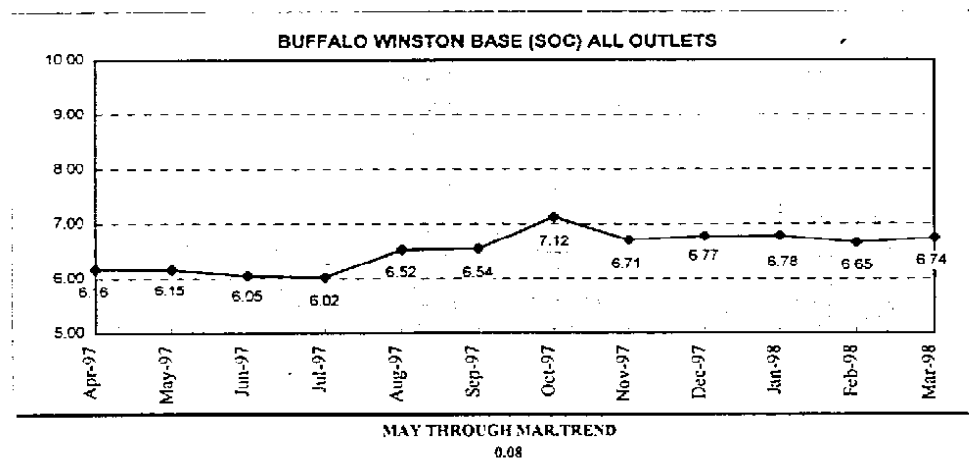
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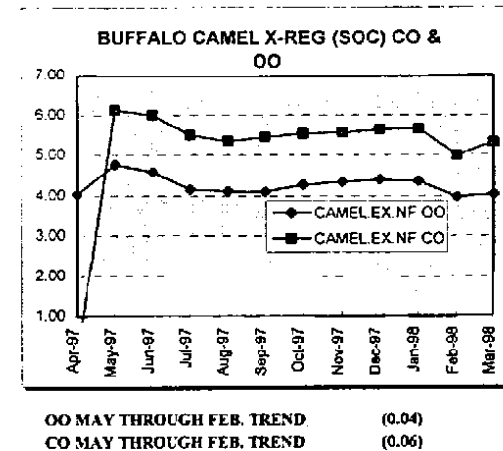
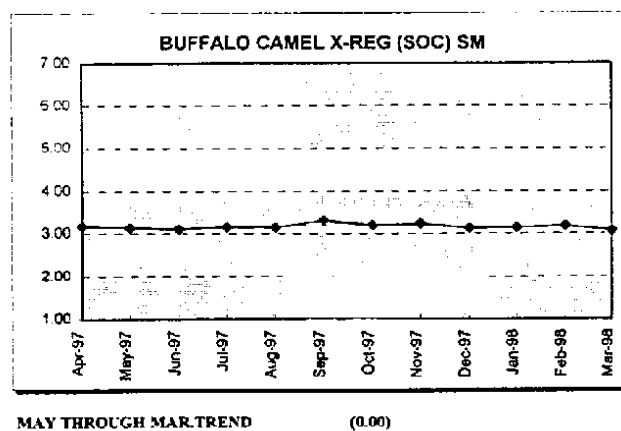
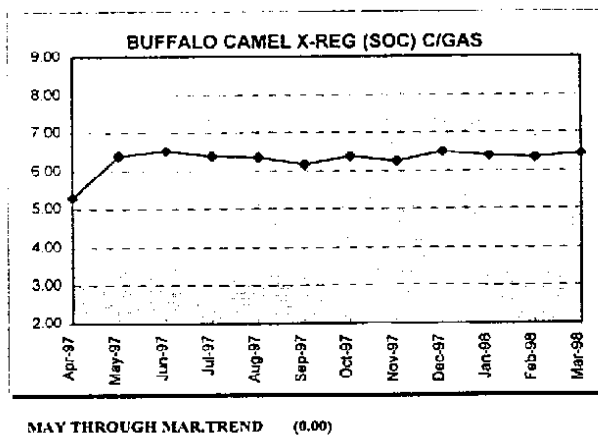
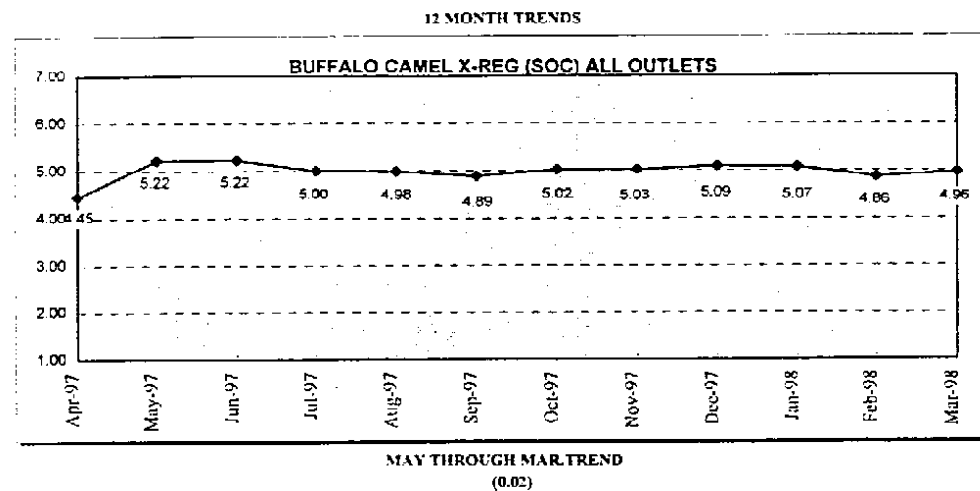


## 12 MONTH TRENDS



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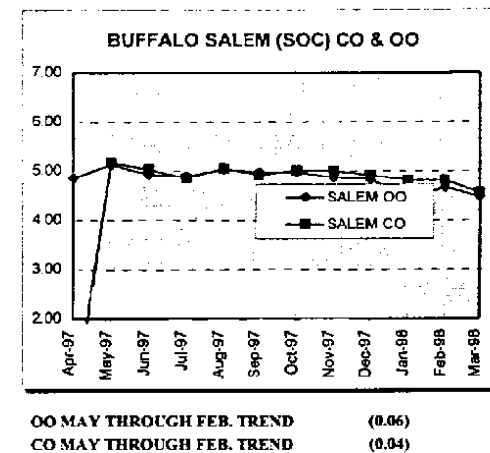
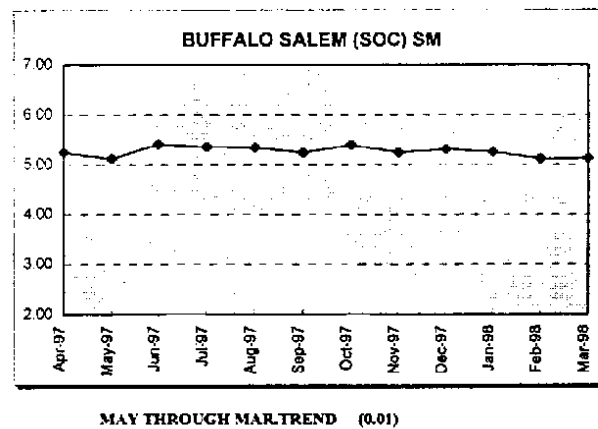
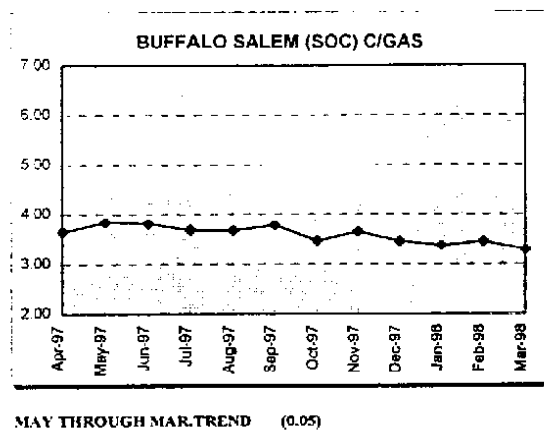
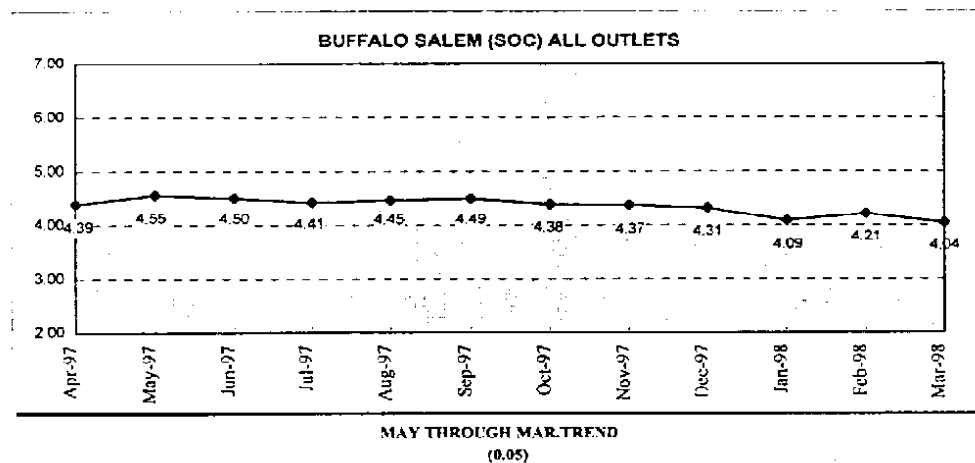




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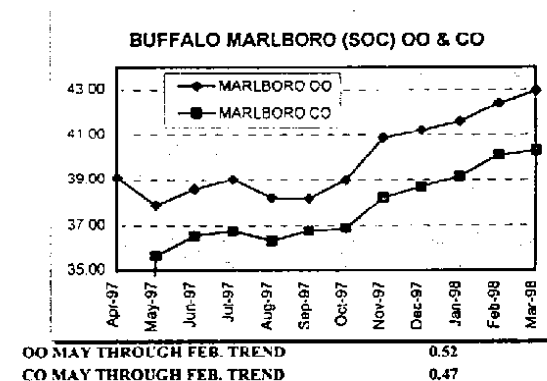
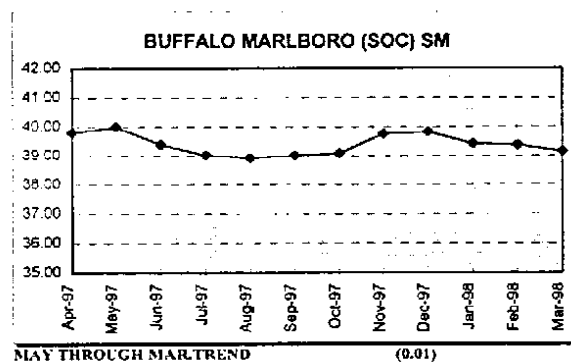
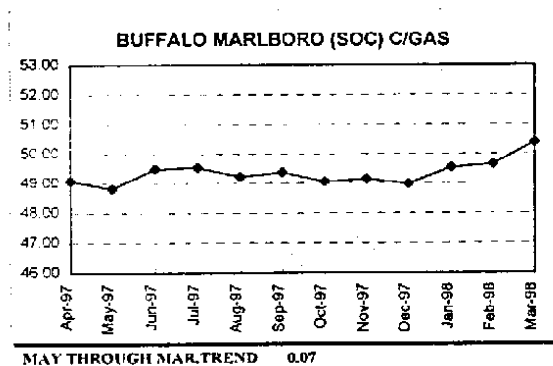
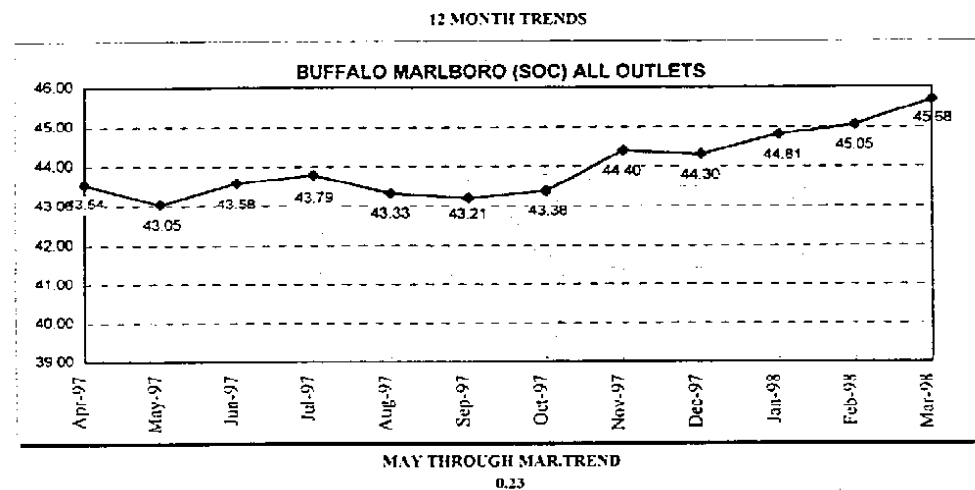


## 12 MONTH TRENDS



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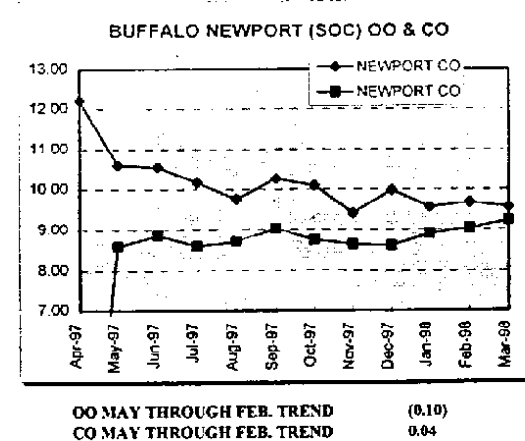
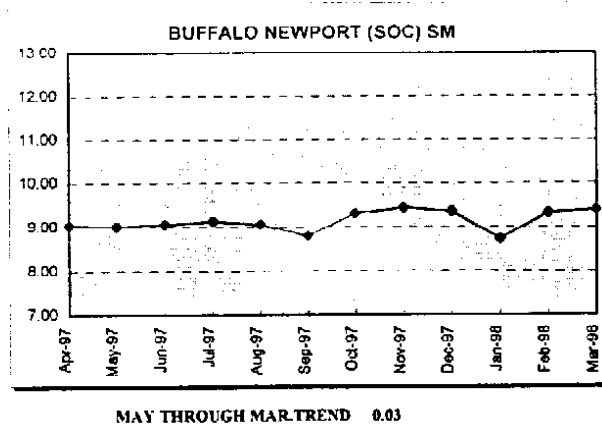
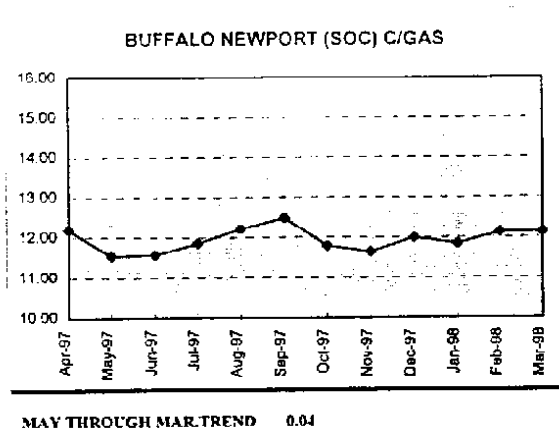
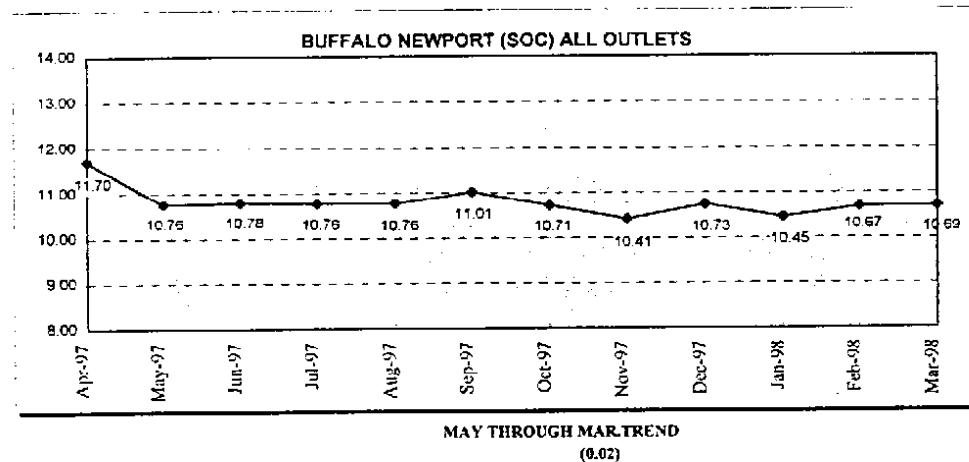




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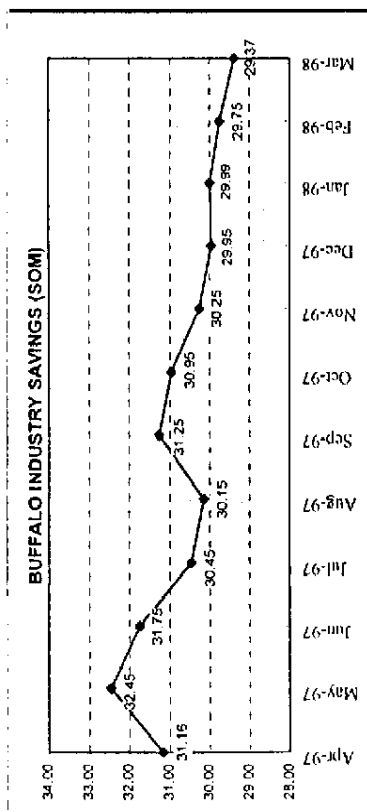
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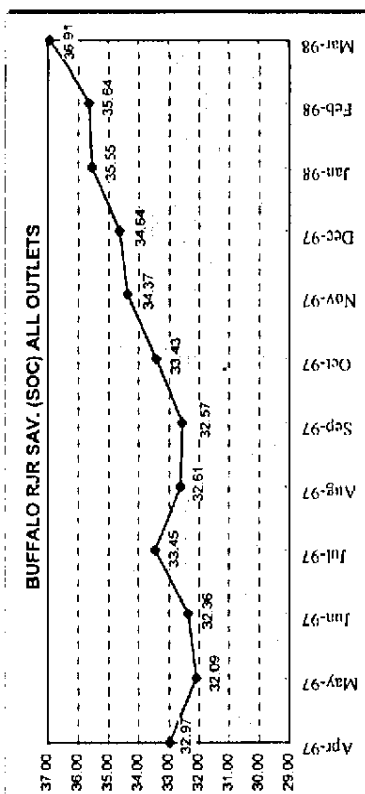
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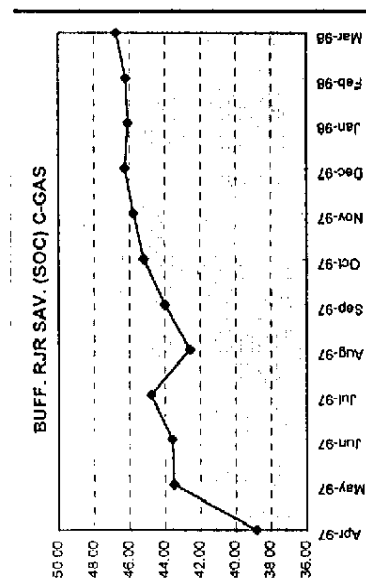
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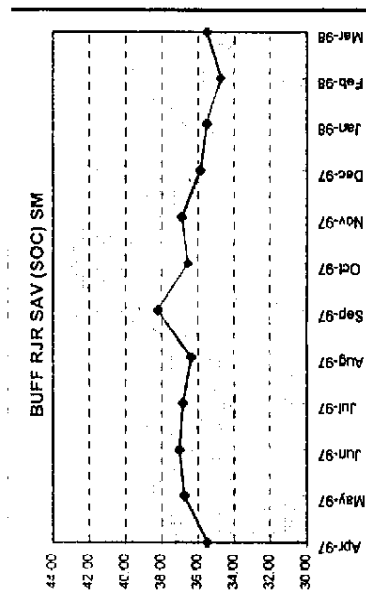
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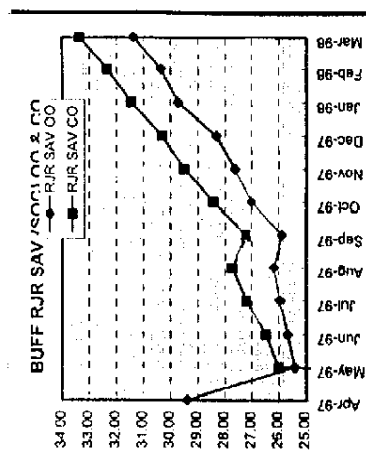
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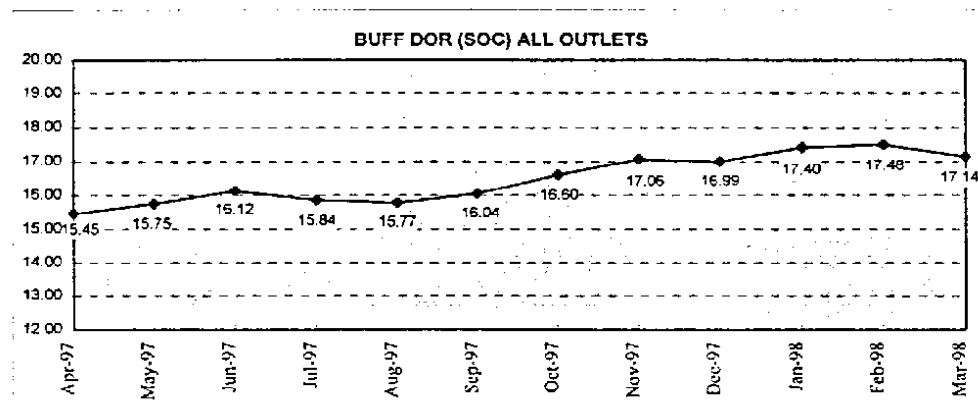


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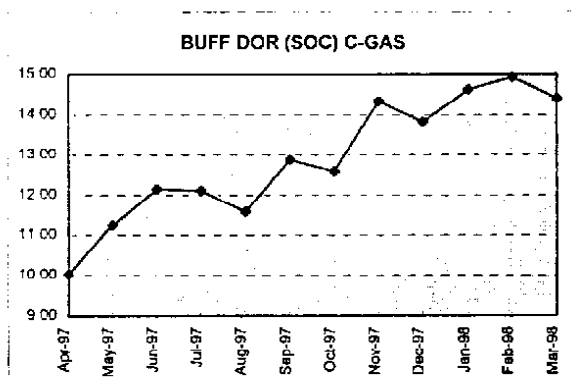
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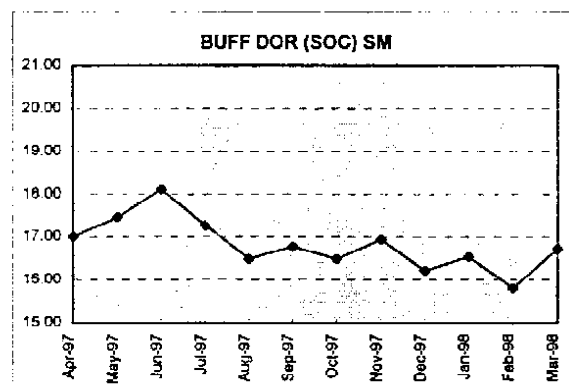
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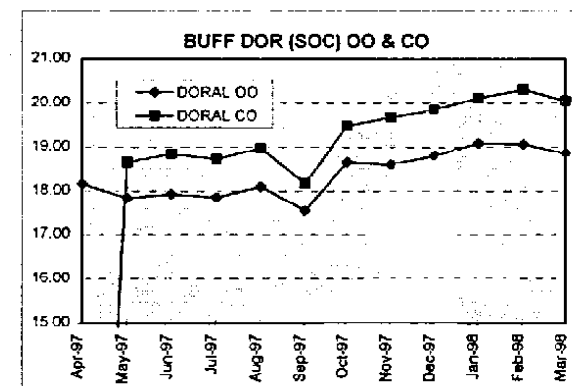
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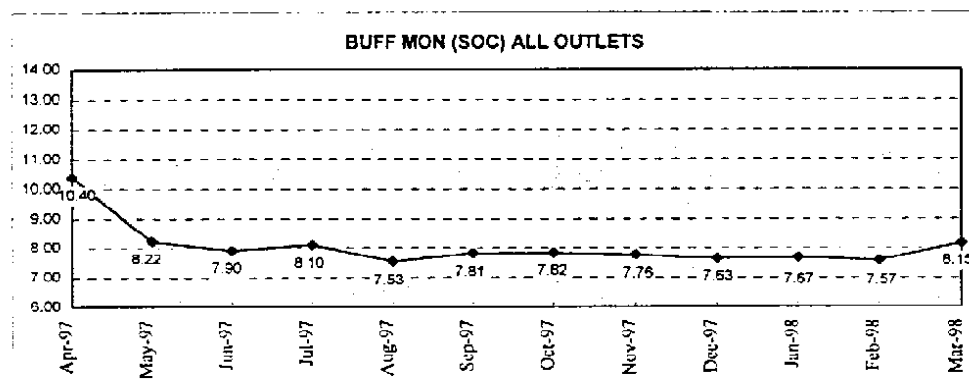
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CO MAY THROUGH FEB. TREND

0.14  
0.18

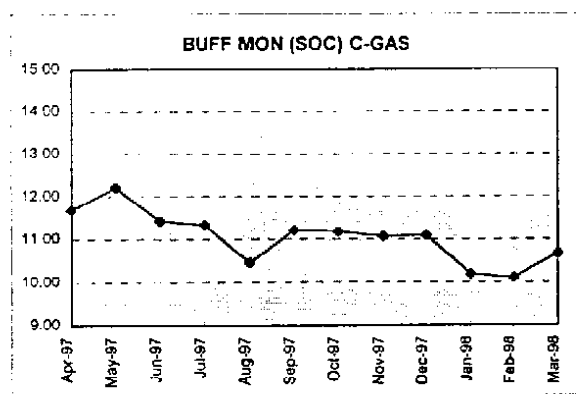
51853 7168



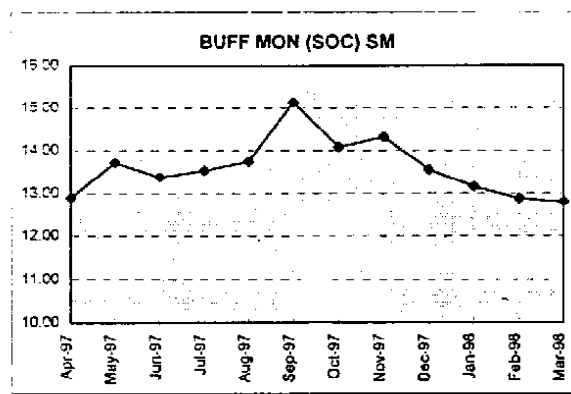
12 MONTH TRENDS



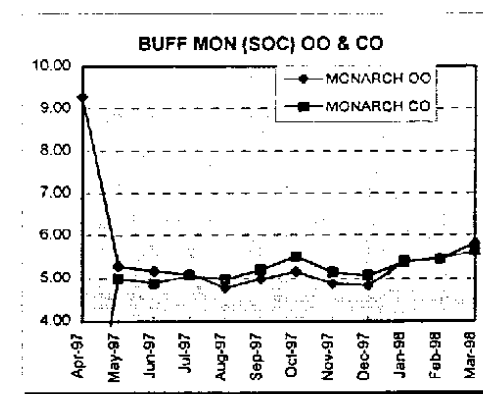
MAY THROUGH MAR TREND  
(0.03)



MAY THROUGH MAR TREND (0.14)



MAY THROUGH MAR TREND (0.08)

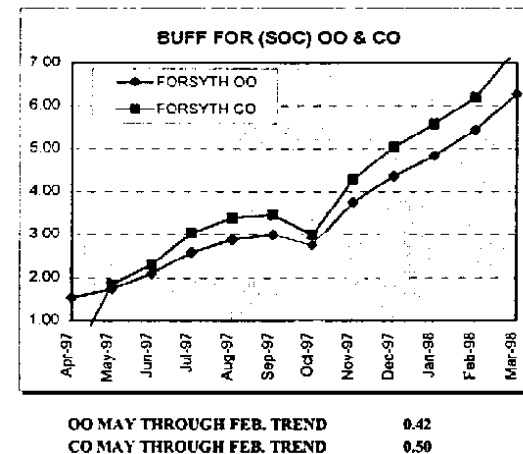
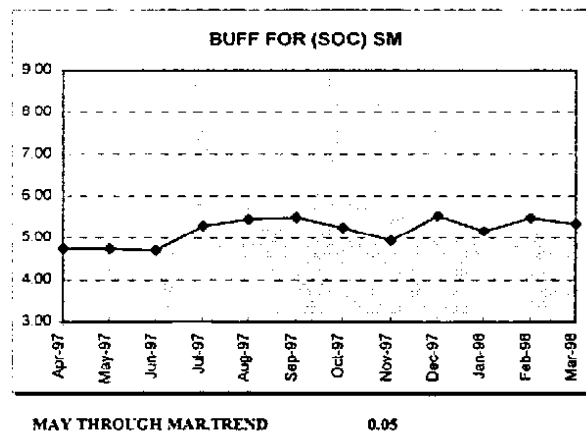
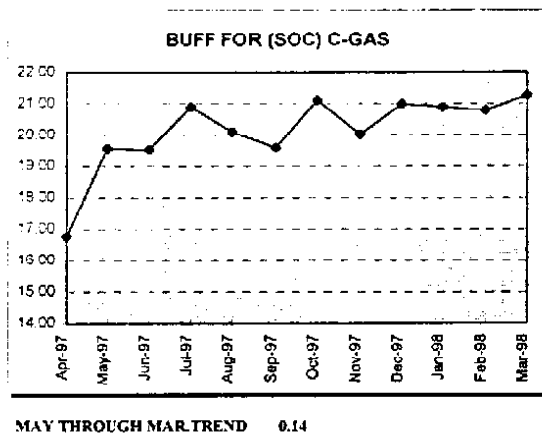
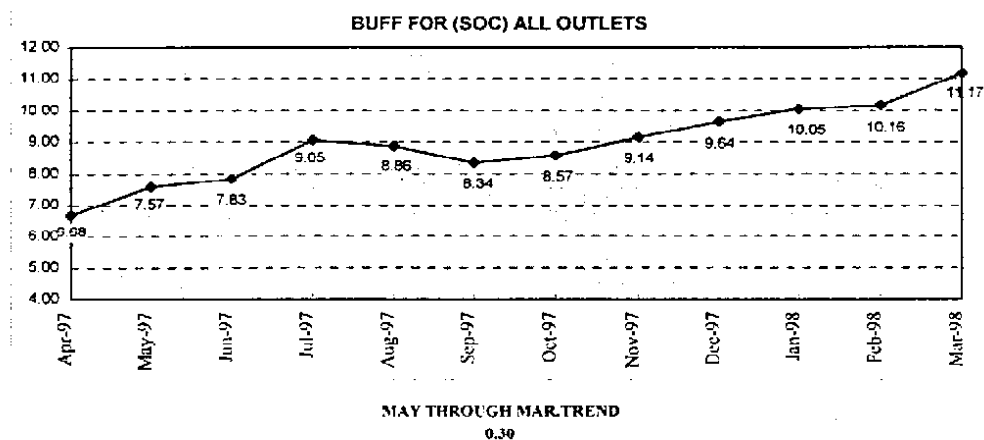


OO MAY THROUGH FEB. TREND 0.04  
CO MAY THROUGH FEB. TREND 0.06

6917 35815



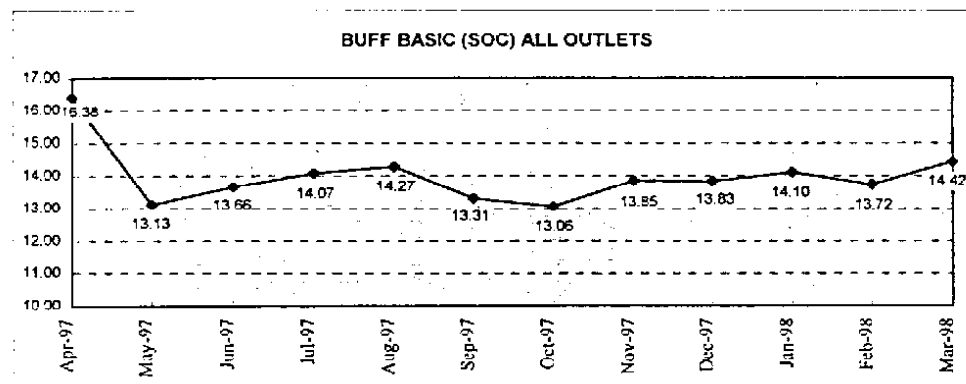
# 12 MONTH TRENDS



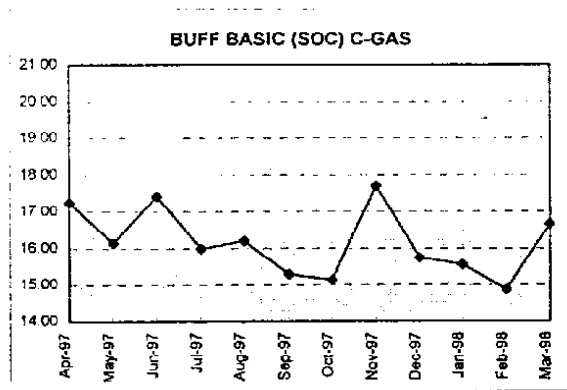
51853 7170



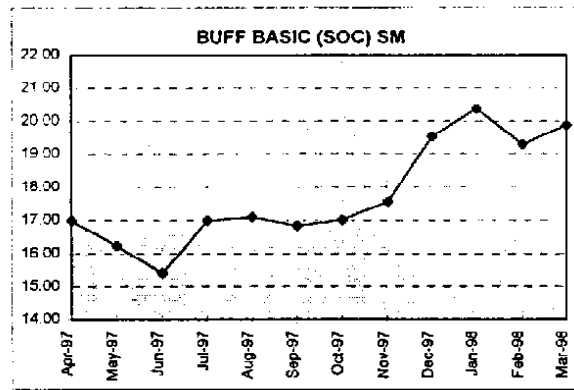
12 MONTH TRENDS



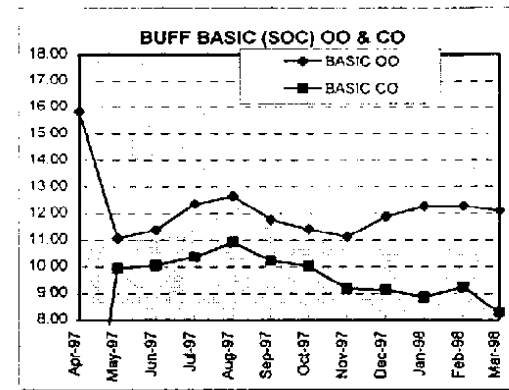
MAY THROUGH MAR.TREND  
0.06



MAY THROUGH MAR.TREND (0.07)



MAY THROUGH MAR.TREND 0.45



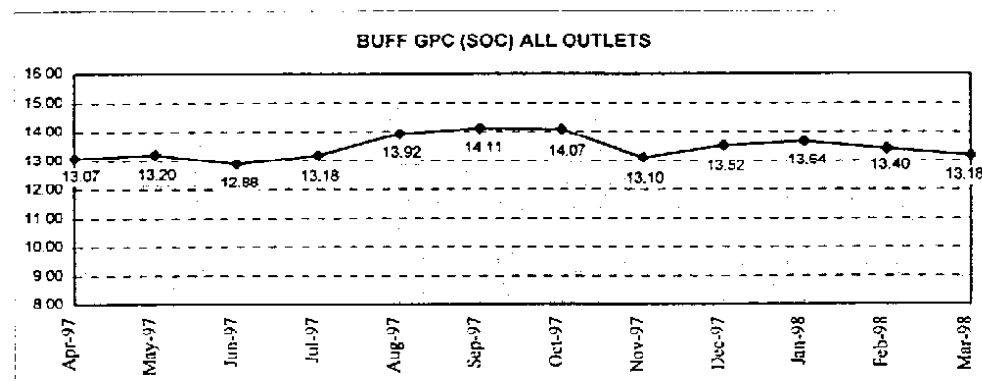
OO MAY THROUGH FEB. TREND  
CO MAY THROUGH FEB. TREND

0.06  
(0.19)

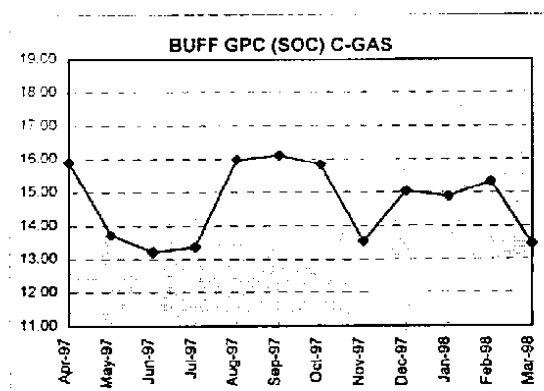
51853 7171



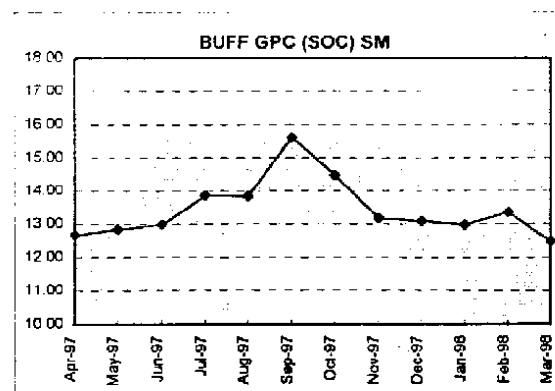
# 12 MONTH TRENDS



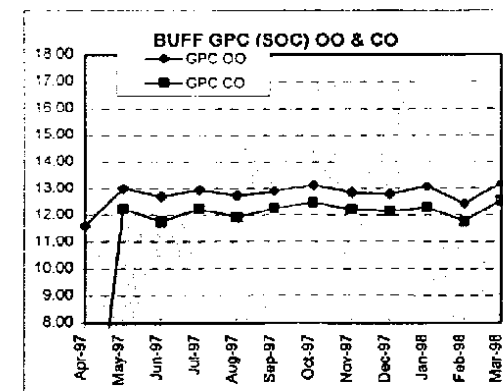
MAY THROUGH MAR.TREND  
0.01



MAY THROUGH MAR.TREND 0.07



MAY THROUGH MAR.TREND (0.06)

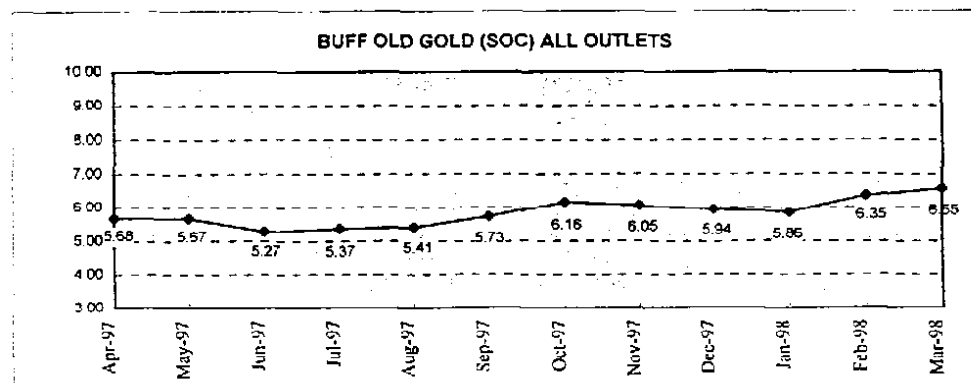


OO MAY THROUGH FEB. TREND 0.00  
CO MAY THROUGH FEB. TREND 0.02

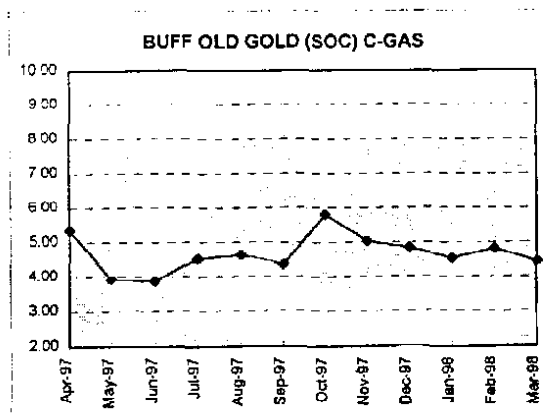
51853 7172



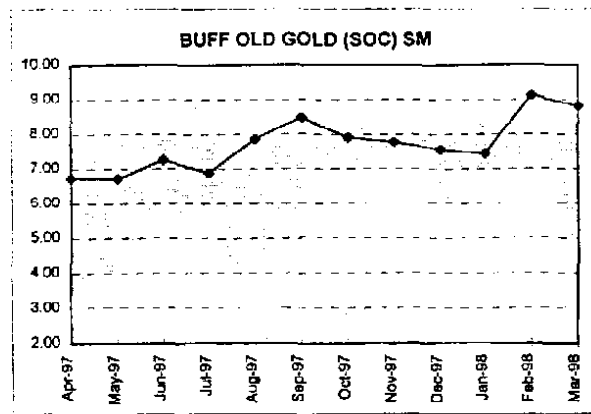
12 MONTH TRENDS



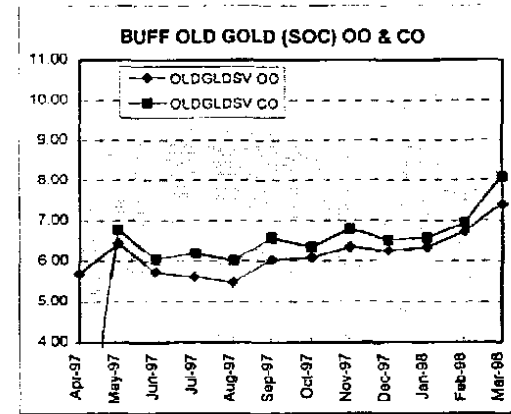
MAY THROUGH MAR. TREND  
0.11



MAY THROUGH MAR. TREND 0.07



MAY THROUGH MAR. TREND 0.17

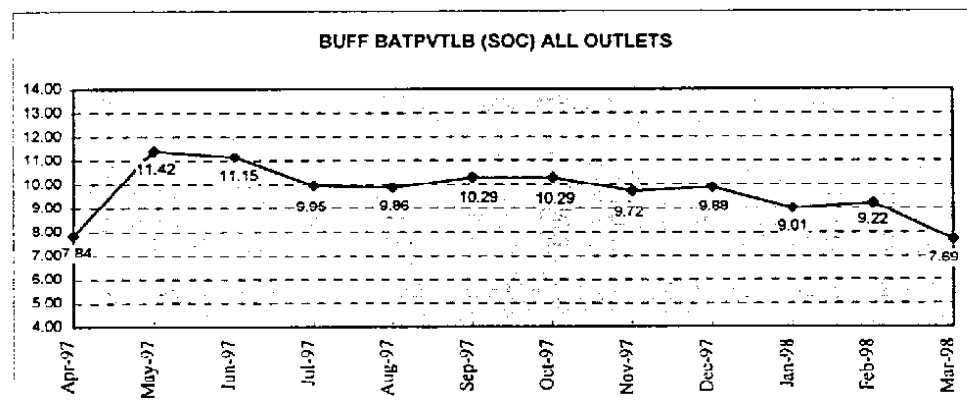


OO MAY THROUGH FEB. TREND 0.12  
CO MAY THROUGH FEB. TREND 0.11

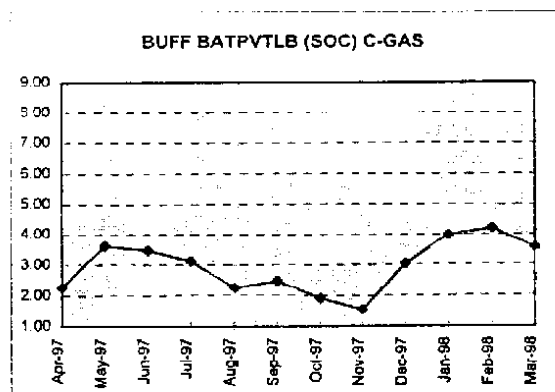
51853 7173



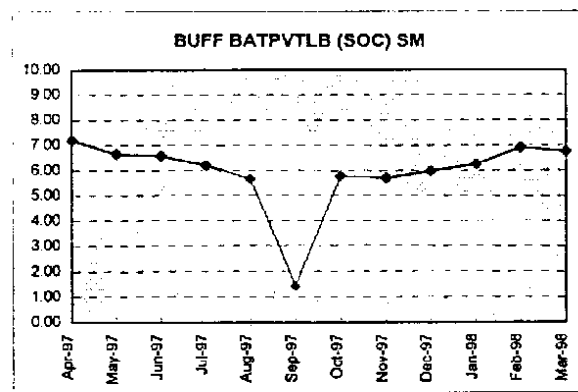
# 12 MONTH TRENDS



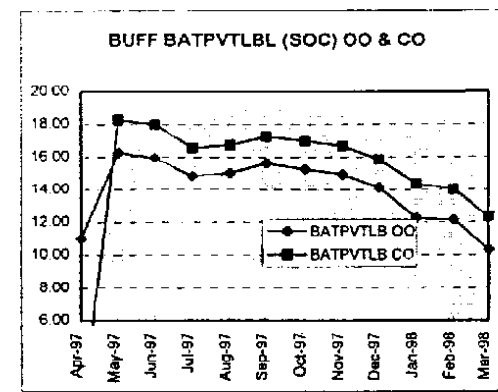
MAY THROUGH MAR. TREND  
(9.27)



MAY THROUGH MAR. TREND 0.05



MAY THROUGH MAR. TREND 0.06



OO MAY THROUGH FEB. TREND (0.50)  
CO MAY THROUGH FEB. TREND (0.50)

51853 7174



# Buffalo Region - 1600

## 4 SHARE - CONVENIENCE & GAS STORES

Gas/Convenience 1600	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Vs. Previous Period
Industry Full Price	74.58%	75.01%	75.64%	75.16%	75.53%	0.37 %
Industry Savings	25.42%	24.99%	24.36%	24.84%	24.47%	(0.37)%
RJR Share of Market	23.07%	22.88%	22.20%	23.34%	22.47%	(0.87)%
RJR Share of Full Price	18.47%	18.58%	18.11%	19.20%	18.19%	(1.01)%
RJR Share of Savings	36.56%	35.80%	29.68%	35.90%	35.69%	(0.21)%
Cam-X-Reg Share FP	6.63%	7.34%	6.63%	7.01%	6.71%	(0.29)%
Salem Share FP	3.33%	3.22%	3.15%	3.18%	3.02%	(0.16)%
Winston Base Share FP	4.23%	5.74%	5.98%	6.83%	6.14%	(0.69)%
Monarch SOSav	9.54%	9.25%	9.34%	8.42%	8.08%	(0.34)%
Doral SOSav	12.82%	14.16%	13.32%	14.58%	15.28%	0.71 %
Marlboro Share FP	52.02%	51.92%	51.76%	50.81%	53.08%	2.28 %
Basic SOSav	14.57%	15.94%	16.08%	16.77%	17.37%	0.60 %
Newport Share FP	12.66%	12.16%	12.90%	12.74%	12.48%	(0.26)%
Old Gold SOSav	5.85%	6.01%	5.91%	5.60%	5.88%	0.28 %
Kool Share FP	2.62%	2.81%	2.59%	2.79%	2.63%	(0.16)%
GPC SOSav	15.76%	15.35%	16.83%	16.52%	16.49%	(0.04)%
P.Stock SOSav	6.78%	6.62%	6.68%	6.57%	6.46%	(0.11)%

## ATM SHARE - ALL OUTLETS

All Outlets 1600	97 Base Jan - Dec.	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Vs. Previous Period	YTD 1998	YTD '98 VS. '97 Base	YTD vs. 98 Objective
Industry Full Price	70.53%	69.63%	70.29%	70.71%	70.55%	70.92%	0.37 %	70.92 %	0.39 %	
Industry Savings	29.47%	30.37%	29.71%	29.29%	29.45%	29.08%	(0.37)%	29.08 %	(0.39)%	
RJR Share of Market	22.39%	22.62%	22.67%	22.37%	22.61%	22.17%	(0.44)%	22.17 %	(0.22)%	
RJR Share of Full Price	18.82%	18.86%	19.05%	18.78%	18.90%	18.12%	(0.78)%	18.12 %	(0.70)%	(0.62)%
RJR Share of Savings	30.93%	31.25%	31.23%	31.01%	31.49%	32.05%	0.56 %	32.05 %	1.12 %	
Cam-X-Reg Share FP	4.65%	4.78%	5.51%	4.87%	4.74%	4.88%	0.14 %	4.88 %	0.03 %	(0.41)%
Salem Share FP	3.99%	4.16%	3.97%	3.96%	3.91%	3.72%	(0.19)%	3.72 %	(0.28)%	
Winston Base Share FP	6.47%	0.00%	0.00%	0.00%	0.00%	6.44%	6.44 %	6.44 %	(0.04)%	(0.19)%
Monarch SOSav	9.05%	8.75%	8.33%	8.68%	9.07%	8.55%	(0.52)%	8.55 %	(0.50)%	
Doral SOSav	15.58%	15.23%	15.84%	15.57%	16.27%	17.32%	1.05 %	17.32 %	1.74 %	0.61 %
Marlboro Share FP	45.21%	45.43%	46.50%	45.05%	44.45%	46.11%	1.66 %	46.11 %	0.90 %	
Basic SOSav	15.80%	14.94%	15.77%	16.38%	16.21%	18.02%	1.80 %	18.02 %	2.22 %	
Newport Share FP	13.25%	13.01%	12.03%	13.23%	13.91%	13.69%	(0.23)%	13.69 %	0.43 %	
Old Gold SOSav	5.34%	5.00%	5.50%	5.24%	5.59%	6.03%	0.44 %	6.03 %	0.70 %	
Kool Share FP	3.63%	3.60%	3.44%	3.76%	3.79%	3.95%	0.17 %	3.95 %	0.32 %	
GPC SOSav	16.09%	14.94%	15.74%	16.31%	16.64%	15.64%	(1.00)%	15.64 %	(0.46)%	
P.Stock SOSav	6.85%	8.09%	7.07%	6.55%	6.08%	5.41%	(0.67)%	5.41 %	(1.44)%	

\* 1998 Objectives  
 RJR Full Price SOC -.08  
 Winston Base SOC +.15  
 Camel SOC +.44  
 al SOC +1.13



# Buffalo Division 1626

## 1 SHARE - GAS & CONVENIENCE STORES

Buffalo Division 1626	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region
Industry Full Price	74.42%	74.68%	76.03%	75.11%	75.62%	0.09 %
Industry Savings	25.58%	25.32%	23.97%	24.89%	24.38%	(0.09)%
RJR Share of Market	26.20%	26.38%	25.87%	26.82%	25.71%	3.24 %
RJR Share of Full Price	17.84%	18.31%	18.22%	18.71%	17.54%	(0.65)%
RJR Share of Savings	50.53%	50.20%	50.14%	51.31%	51.06%	15.38 %
Cam-X-Reg Share FP	7.26%	7.74%	6.84%	7.03%	6.69%	(0.03)%
Salem Share FP	3.64%	3.70%	3.77%	3.84%	3.54%	0.52 %
Winston Base Share FP	0.00%	0.00%	0.00%	0.00%	5.47%	(0.67)%
Monarch SOSav	19.54%	19.42%	19.17%	18.76%	18.53%	10.45 %
Doral SOSav	15.15%	16.20%	15.13%	15.77%	15.86%	0.57 %
Marlboro SOC	51.67%	52.18%	52.89%	51.38%	53.49%	0.41 %
Basic SOS	15.10%	14.87%	16.12%	16.22%	16.68%	(0.69)%
Newport SOC	14.05%	13.76%	13.80%	14.40%	14.38%	1.90 %
Old Gold SOS	6.15%	6.19%	6.04%	5.82%	5.99%	0.11 %
Kool SOC	2.82%	2.64%	2.59%	2.58%	2.44%	(0.19)%
GPC SOS	8.04%	8.02%	7.98%	8.05%	8.10%	(8.38)%
P. Stock SOS	0.88%	0.84%	0.96%	0.95%	0.98%	(5.48)%

## AIM SHARE - ALL OUTLETS

Buffalo Division 1626	97 Base Jan - Dec.	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region	YTD 1998	YTD '98 vs. '97 Base	YTD vs. '98 Objective
Industry Full Price	68.53 %	67.44%	68.55%	69.23%	69.04%	69.74%	(0.80)%	69.74 %	1.22 %	
Industry Savings	31.47 %	32.56%	31.45%	30.77%	30.96%	30.26%	0.80 %	30.26 %	(1.22)%	
RJR Share of Market	24.53 %	24.75%	25.48%	24.28%	24.41%	23.99%	1.38 %	23.99 %	(0.54)%	
RJR Share of Full Price	18.44 %	18.47%	18.95%	18.18%	18.29%	17.57%	(1.33)%	17.57 %	(0.87)%	(0.79)%
RJR Share of Savings	37.81 %	37.78%	39.74%	38.00%	38.06%	38.78%	7.29 %	38.78 %	0.97 %	
Cam-X-Reg Share FP	4.54 %	4.39%	5.35%	4.30%	4.34%	4.22%	(0.52)%	4.22 %	(0.32)%	(0.76)%
Salem Share FP	4.56 %	4.72%	4.57%	4.49%	4.46%	4.22%	0.31 %	4.22 %	(0.34)%	
Winston Base Share FP	5.68 %	4.49%	6.22%	6.48%	6.64%	6.10%	6.10 %	6.10 %	0.42 %	0.27 %
Monarch SOSav	15.43 %	14.11%	14.84%	15.89%	15.58%	15.59%	6.52 %	15.59 %	0.16 %	
Doral SOSav	16.19 %	15.78%	16.49%	15.70%	16.74%	17.66%	1.39 %	17.66 %	1.47 %	0.34 %
Marlboro SOC	42.04 %	41.36%	44.42%	42.00%	41.13%	41.69%	(2.75)%	41.69 %	(0.35)%	
Basic SOS	16.37 %	15.65%	14.86%	17.88%	17.14%	19.03%	2.82 %	19.03 %	2.66 %	
Newport SOC	15.21 %	15.07%	13.76%	15.23%	16.14%	16.70%	2.78 %	16.70 %	1.48 %	
Old Gold SOS	4.67 %	4.35%	5.13%	4.53%	4.75%	5.61%	0.02 %	5.61 %	0.94 %	
Kool SOC	5.09 %	5.33%	3.96%	5.40%	5.44%	5.37%	1.58 %	5.37 %	0.29 %	
GPC SOS	9.55 %	8.50%	9.23%	9.86%	10.12%	8.20%	(8.44)%	8.20 %	(1.35)%	
P. Stock SOS	5.11 %	6.35%	5.07%	5.02%	4.30%	3.88%	(2.19)%	3.88 %	(1.23)%	

### • 1998 Objectives

RJR Full Price SOC -.08  
Winston Base SOC +.15  
Camel SOC +.44  
al SOC +1.13

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# Buffalo Division 1626

## AIM SHARE - GAS & CONVENIENCE STORES

Dennis Miller Territory 162607	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Division
Industry Full Price	62.41%	63.45%	65.32%	63.68%	63.55%	(12.07)%
Industry Savings	37.59%	36.55%	34.68%	36.32%	36.45%	12.07 %
RJR Share of Market	34.12%	34.01%	34.51%	37.17%	35.64%	9.93 %
RJR Share of Full Price	22.37%	23.83%	24.61%	25.34%	23.25%	5.71 %
RJR Share of Savings	53.64%	51.68%	53.16%	57.91%	57.25%	6.19 %
Cam-X-Reg Share FP	10.38%	11.14%	10.48%	10.78%	10.16%	3.47 %
Salem Share FP	3.87%	4.31%	4.70%	4.89%	4.02%	0.48 %
Winston Base Share FP	0.00%	0.00%	0.00%	0.00%	6.65%	1.18 %
Monarch SOSav	1.70%	1.37%	1.07%	0.94%	1.05%	(17.48)%
Doral SOSav	10.43%	11.19%	10.02%	10.50%	9.61%	(6.26)%
Marlboro Share FP	59.42%	58.32%	58.84%	58.13%	60.78%	7.29 %
Basic SOSav	7.19%	7.04%	7.73%	8.56%	8.85%	(7.82)%
Newport Share FP	5.68%	5.97%	5.25%	5.47%	5.35%	(9.03)%
Old Gold SOSav	1.53%	1.40%	1.05%	0.76%	0.76%	(5.24)%
Kool Share FP	3.29%	3.22%	3.00%	2.80%	2.65%	0.21 %
GPC SOSav	7.99%	8.63%	6.67%	6.22%	6.55%	(1.55)%
P.Stock SOSav	1.53%	1.35%	1.93%	1.62%	1.89%	0.91 %

## ALL OUTLETS

Dennis Miller Territory 162607	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Division
Industry Full Price	63.16%	63.14%	64.52%	63.47%	63.56%	(6.19)%
Industry Savings	36.84%	36.86%	35.48%	36.53%	36.44%	6.19 %
RJR Share of Market	29.48%	29.59%	29.31%	30.65%	29.18%	5.19 %
RJR Share of Full Price	22.90%	23.39%	23.86%	24.39%	22.39%	4.82 %
RJR Share of Savings	40.75%	39.29%	39.24%	41.54%	41.03%	2.25 %
Cam-X-Reg Share FP	7.84%	8.54%	7.81%	8.12%	7.64%	3.42 %
Salem Share FP	5.35%	5.49%	5.45%	5.59%	5.00%	0.78 %
Winston Base Share FP	4.77%	6.85%	0.00%	0.00%	6.89%	0.79 %
Monarch SOSav	2.13%	1.92%	1.92%	1.82%	1.85%	(13.74)%
Doral SOSav	16.64%	16.75%	17.13%	17.69%	17.44%	(0.22)%
Marlboro Share FP	54.13%	54.07%	54.72%	54.03%	56.74%	15.04 %
Basic SOSav	10.44%	10.67%	11.62%	11.98%	13.50%	(5.53)%
Newport Share FP	5.38%	5.64%	5.26%	5.56%	5.53%	(11.17)%
Old Gold SOSav	1.87%	1.86%	1.74%	1.87%	2.08%	(3.53)%
Kool Share FP	3.46%	3.55%	3.47%	3.54%	3.27%	(2.10)%
GPC SOSav	12.44%	13.53%	13.31%	13.69%	12.97%	4.78 %
P.Stock SOSav	0.97%	0.91%	1.23%	1.46%	1.63%	(2.26)%

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## Syracuse Division 1622

ATM SHARE - GAS &amp; CONVENIENCE STORES

Syracuse Division	1622	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	Share Variance	vs. Region
Industry Full Price	72.33%	72.68%	73.75%	73.17%	73.64%	(1.88)%		
Industry Savings	27.67%	27.32%	26.25%	26.83%	26.36%	1.88 %		
RJR Share of Market	21.67%	21.56%	21.56%	22.11%	21.23%	(1.24)%		
RJR Share of Full Price	17.82%	17.41%	17.66%	18.10%	16.89%	(1.30)%		
RJR Share of Savings	31.74%	32.62%	32.54%	33.03%	33.37%	(7.32)%		
Camp-X-Reg Share of FP	6.35%	6.29%	5.86%	6.94%	5.46%	(1.23)%		
Salem Share FP	3.60%	3.58%	3.59%	3.52%	3.31%	0.38 %		
Winston Base Share FP	0.00%	0.00%	5.88%	6.48%	5.80%	(0.34)%		
Monarch Share Savings	5.05%	5.06%	4.83%	4.43%	4.29%	(3.79)%		
Doral Share Savings	17.01%	18.02%	18.28%	18.50%	18.04%	3.74 %		
Marlboro Share FP	52.99%	53.73%	53.73%	52.70%	54.87%	1.79 %		
Bank Share Savings	18.34%	18.84%	20.08%	20.06%	21.01%	3.65 %		
Newport Share FP	13.49%	13.27%	13.42%	13.94%	13.64%	1.16 %		
Old Gold Share Savings	5.88%	5.97%	5.70%	5.57%	5.79%	(0.09)%		
Kool Share FP	3.11%	2.88%	2.77%	2.77%	2.73%	0.10 %		
GPC Share Savings	14.12%	13.92%	14.82%	14.28%	13.84%	(2.65)%		
P-Stock Share Savings	6.85%	6.62%	6.30%	6.60%	6.21%	(0.25)%		

ATM SHARE - ALL OUTLETS

Syracuse Division	1622	97 Base	Jan - Dec	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	Share Variance	vs. Region	1998	YTD	YTD vs. 97 Base	Objective
Industry Full Price	67.11 %	65.88%	66.62%	67.71%	66.62%	67.31%	67.31%	(3.61)%	67.31 %		1998	YTD	vs 97 Base	
Industry Savings	32.89 %	34.12%	33.38%	32.29%	33.38%	32.69%	32.69%	3.61 %	32.69 %		1998	YTD		
RJR Share of Market	22.97 %	22.14%	22.54%	22.54%	23.22%	22.88%	22.88%	0.71 %	22.88 %		1998	YTD		
RJR Share of Full Price	19.43 %	19.51%	18.89%	19.12%	19.50%	18.42%	18.42%	0.30 %	18.42 %		1998	YTD		
RJR Share of Savings	30.20 %	30.14%	29.82%	29.72%	30.65%	32.05%	32.05%	(0.00)%	32.05 %		1998	YTD		
Camp-X-Reg Share of FP	4.70 %	4.94%	5.07%	4.67%	4.78%	4.53%	4.53%	(0.35)%	4.53 %		1998	YTD		
Salem Share FP	4.75 %	4.70%	4.55%	4.44%	4.58%	4.29%	4.29%	0.57 %	4.29 %		1998	YTD		
Winston Base Share FP	9.40 %	4.57%	6.31%	6.92%	7.08%	6.42%	6.42%	(0.02)%	6.42 %		1998	YTD		
Monarch Share Savings	4.53 %	4.32%	4.29%	4.13%	4.00%	3.83%	3.83%	(4.72)%	3.83 %		1998	YTD		
Doral Share Savings	18.50 %	19.50%	19.54%	20.03%	20.55%	20.97%	20.97%	3.68 %	20.97 %		1998	YTD		
Marlboro Share FP	46.27 %	46.73%	47.65%	47.60%	46.85%	48.79%	48.79%	2.68 %	48.79 %		1998	YTD		
Bank Share Savings	14.88 %	15.82%	16.68%	16.68%	16.25%	18.05%	18.05%	0.03 %	18.05 %		1998	YTD		
Newport Share FP	12.53 %	12.60%	12.77%	12.59%	13.16%	12.98%	12.98%	(0.71)%	12.98 %		1998	YTD		
Old Gold Share Savings	5.00 %	5.27%	5.22%	5.48%	6.01%	6.08%	6.08%	0.04 %	6.08 %		1998	YTD		
Kool Share FP	3.72 %	3.53%	3.60%	3.42%	3.47%	3.42%	3.42%	(0.53)%	3.42 %		1998	YTD		
GPC Share Savings	12.47 %	12.52%	13.33%	14.87%	14.96%	13.86%	13.86%	(1.77)%	13.86 %		1998	YTD		
P-Stock Share Savings	10.60 %	10.86%	9.38%	8.30%	7.95%	6.71%	6.71%	1.30 %	6.71 %		1998	YTD		

\* 1998 Objectives  
 RJR Full Price SOC -.08  
 Winston Base SOC +.15  
 Camel SOC +.44  
 Doral SOC +1.13

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# Albany Division 1623

## AIM SHARE - GAS & CONVENIENCE STORES

Albany Division 1623	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region
Industry Full Price	75.66%	76.94%	77.81%	76.71 %	76.79%	1.28 %
Industry Savings	24.34%	23.06%	22.19%	23.29 %	23.21%	(1.26)%
RJR Share of Market	23.49%	21.53%	20.83%	21.76 %	21.31%	(1.16)%
RJR Share of Full Price	19.51%	18.06%	18.01%	18.48 %	18.04%	(0.15)%
RJR Share of Savings	35.86%	33.11%	30.72%	32.55 %	32.14%	(3.55)%
Cam-X-Reg Share of FP	6.80%	6.59%	6.18%	6.32 %	6.21%	(0.50)%
Salem Share FP	3.27%	3.08%	3.13%	2.91 %	2.94%	(0.09)%
Winston Base SOC	0.00%	0.00%	0.00%	0.00 %	6.34%	0.20 %
Monarch Share Savings	5.51%	5.26%	5.06%	4.68 %	4.52%	(3.56)%
Doral Share Savings	9.22%	9.63%	9.68%	10.84 %	12.04%	(3.26)%
Marlboro Share FP	47.51%	49.24%	49.23%	47.93 %	50.13%	(2.95)%
Basic Share Savings	10.28%	11.65%	11.84%	12.07 %	11.70%	(5.66)%
Newport Share FP	13.27%	13.16%	13.43%	13.82 %	13.45%	0.97 %
Old Gold Share Savings	6.28%	6.87%	6.45%	6.26 %	6.66%	0.78 %
Kool Share FP	3.41%	3.06%	2.91%	3.16 %	2.95%	0.32 %
GPC Share Savings	14.93%	15.81%	16.33%	17.69 %	17.64%	1.15 %
P-Stock Share Savings	13.54%	13.85%	13.30%	13.15 %	13.47%	7.02 %

## AIM SHARE - ALL OUTLETS

Albany Division 1623	97 Base Jan.-Dec.	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region	YTD 1998	YTD '98 vs. '97 Base	YTD vs. '98 Objective
Industry Full Price	76.25 %	75.51%	76.25%	76.48%	76.06%	75.89%	4.98 %	75.89 %	(0.35)%	
Industry Savings	23.75 %	24.49%	23.75%	23.52%	23.94%	24.11%	(4.98)%	24.11 %	0.35 %	
RJR Share of Market	20.21 %	21.30%	20.26%	19.82%	20.40%	20.13%	(2.04)%	20.13 %	(0.08)%	
RJR Share of Full Price	17.60 %	18.24%	17.50%	17.46%	17.76%	17.31%	(0.81)%	17.31 %	(0.29)%	(0.21)%
RJR Share of Savings	28.38 %	30.76%	29.11%	27.50%	28.80%	29.03%	(3.03)%	29.03 %	0.44 %	
Cam-X-Reg Share of FP	5.04 %	6.10%	5.23%	5.00%	5.00%	4.94%	0.05 %	4.94 %	(0.10)%	(0.54)%
Salem Share FP	3.49 %	3.71%	3.50%	3.42%	3.38%	3.29%	(0.43)%	3.29 %	(0.20)%	
Winston Base SOC	5.37 %	4.31%	6.09%	6.14%	6.58%	6.08%	(0.36)%	6.08 %	0.72 %	0.57 %
Monarch Share Savings	5.97 %	6.34%	6.05%	5.87%	5.52%	5.23%	(3.32)%	5.23 %	(0.74)%	
Doral Share Savings	11.99 %	11.75%	11.77%	11.92%	12.81%	14.31%	(3.01)%	14.31 %	2.31 %	1.18 %
Marlboro Share FP	45.34 %	44.59%	45.58%	45.98%	44.97%	46.96%	0.86 %	46.96 %	1.62 %	
Basic Share Savings	13.71 %	12.71%	14.29%	13.62%	13.83%	14.82%	(3.20)%	14.82 %	1.11 %	
Newport Share FP	13.80 %	13.81%	13.60%	13.83%	14.06%	13.62%	(0.06)%	13.62 %	(0.18)%	
Old Gold Share Savings	7.01 %	6.95%	7.23%	7.13%	6.97%	7.10%	1.06 %	7.10 %	0.08 %	
Kool Share FP	3.15 %	3.27%	3.18%	2.98%	3.29%	3.06%	(0.90)%	3.06 %	(0.09)%	
GPC Share Savings	16.05 %	16.49%	16.80%	19.32%	19.36%	19.08%	3.43 %	19.06 %	1.02 %	
P-Stock Share Savings	8.94 %	7.03%	8.99%	9.12%	8.71%	8.93%	3.52 %	8.93 %	(0.02)%	

### \* 1998 Objectives

RJR Full Price SOC -.08  
Winston Base SOC +.15  
Carnel SOC +.44  
Doral SOC +1.13

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5/21/98



# Nashua Division 1638

## / SHARE - GAS & CONVENIENCE STORES

Nashua Division 1638	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region
Industry Full Price	75.82%	76.43%	76.55%	75.98%	76.54%	1.02 %
Industry Savings	24.18%	23.57%	23.45%	24.02%	23.46%	(1.02)%
RJR Share of Market	22.62%	22.18%	22.06%	23.15%	22.03%	(0.44)%
RJR Share of Full Price	21.64%	21.46%	21.68%	22.49%	21.16%	2.97 %
RJR Share of Savings	25.70%	24.51%	23.28%	25.23%	24.88%	(10.81)%
Cam-X-Reg Share FP	9.67%	9.47%	9.19%	9.58%	9.30%	2.59 %
Salem Share FP	2.34%	2.26%	2.25%	2.21%	2.07%	(0.95)%
Winston Base Share FP	0.00%	0.00%	0.00%	0.00%	7.18%	1.04 %
Monarch SOSav	7.61%	7.43%	7.27%	6.88%	6.15%	(1.93)%
Doral SOSav	9.55%	10.03%	9.91%	11.41%	12.47%	(2.82)%
Marlboro SOC	52.44%	52.46%	52.57%	51.42%	53.98%	0.90 %
Basic SOS	17.56%	17.71%	18.37%	18.26%	19.57%	2.21 %
Newport SOC	6.89%	7.01%	7.05%	7.31%	7.07%	(5.41)%
Old Gold SOS	4.11%	4.96%	4.43%	4.45%	4.83%	(1.05)%
Kool SOC	2.36%	2.47%	2.43%	2.54%	2.28%	(0.35)%
GPC SOS	26.99%	28.02%	31.09%	30.02%	30.38%	13.89 %
P. Stock SOS	5.63%	5.62%	5.19%	4.86%	4.38%	(2.08)%

## AIM SHARE - ALL OUTLETS

Buffalo Division 1626	97 Base Jan - Dec.	1st Qtr. 1997	2nd Qtr. 1997	3rd Qtr. 1997	4th Qtr. 1997	1st Qtr. 1998	Share Variance vs. Region	YTD 1998	YTD '98 vs. '97 Base	YTD vs. '98 Objective
Industry Full Price	72.48 %	72.01%	72.62%	72.77%	72.13%	71.85%	0.93 %	71.85 %	(0.63)%	
Industry Savings	27.52 %	27.99%	27.38%	27.23%	27.87%	28.15%	(0.93)%	28.15 %	0.63 %	
RJR Share of Market	21.38 %	21.27%	21.04%	21.80%	22.01%	21.49%	(0.68)%	21.49 %	0.11 %	
RJR Share of Full Price	21.55 %	21.26%	21.07%	22.15%	22.29%	21.30%	3.18 %	21.30 %	(0.25)%	(0.17)%
RJR Share of Savings	20.83 %	21.28%	20.95%	20.85%	21.29%	22.00%	(10.06)%	22.00 %	1.04 %	
Cam-X-Reg Share FP	6.64 %	6.66%	6.62%	6.57%	6.78%	6.74%	1.86 %	6.74 %	0.11 %	(0.33)%
Salem Share FP	2.74 %	2.77%	2.76%	2.77%	2.74%	2.63%	(1.08)%	2.63 %	(0.11)%	
Winston Base Share FP	7.97 %	5.95%	6.51%	9.78%	9.62%	8.53%	2.10 %	8.53 %	0.56 %	0.41 %
Monarch SOSav	6.12 %	6.49%	6.47%	6.01%	5.69%	5.19%	(3.36)%	5.19 %	(0.93)%	
Doral SOSav	11.59 %	11.14%	11.26%	11.72%	12.32%	13.76%	(3.56)%	13.76 %	2.17 %	1.04 %
Marlboro SOC	48.37 %	48.82%	48.69%	47.85%	47.85%	49.29%	3.18 %	49.29 %	0.92 %	
Basic SOS	16.76 %	16.32%	16.79%	16.48%	16.93%	17.56%	(0.45)%	17.56 %	0.80 %	
Newport SOC	6.81 %	6.85%	6.89%	6.82%	6.98%	7.13%	(6.55)%	7.13 %	0.33 %	
Old Gold SOS	5.03 %	4.39%	5.19%	5.09%	5.51%	6.05%	0.01 %	6.05 %	1.01 %	
Kool SOC	2.66 %	2.46%	2.75%	2.79%	2.69%	2.60%	(1.35)%	2.60 %	(0.06)%	
GPC SOS	31.51 %	31.08%	30.69%	32.57%	32.26%	32.37%	16.73 %	32.37 %	0.86 %	
P. Stock SOS	4.25 %	4.72%	4.54%	3.97%	4.13%	3.52%	(1.89)%	3.52 %	(0.74)%	

\* 1998 Objectives  
 RJR Full Price SOC +.08  
 Winston Base SOC +.15  
 Camel SOC +.44  
 al SOC +1.13

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5/21/98



1638 INDEPENDENT CALLS WITH SIS CALCULATED SOM OF 24% OR LESS.																				
SR	TERR	RR	TERR	SR	FR	RR	FR	ACCT	FULL NAME	CITY	ST	SEG	SIS IND	SIS RJR	AIM RJR	AIM IND	RJR L/O	PM EX	SIS RJR SOM	AIM RJR SOM
163806	163823	A24	A24	104365					MR MARKET INC.	MANCHESTER	NH	CN	919	185	139	589	0	0	20%	24%
163806	163824	C24	C00	103133					BI WISE MKT.	SUNCOOK	NH	SM	652	64	56	586	1	1	10%	10%
163806	163824	A24	A00	676250					ZAYNAB SHELL FOOD I	HOOKSETT	NH	CN	480	25	8	533	1	0	5%	2%
163806	163824	A12	A24	712596					ANTHONY'S SOUTH ELM	MANCHESTER	NH	CN	420	100	137	892	0	0	24%	15%
163806	163824	A24	A24	778464					GOLOMB'S	MANCHESTER	NH	SF	400	60	37	130	0	0	15%	28%
163806	163823	A12	A24	659719					E & R SHELL	MANCHESTER	NH	CN	359	59	44	311	0	0	16%	14%
163806	163824	A24	A24	653403					276 MANAGEMENT GROUP	MANCHESTER	NH	CN	350	39	35	310	0	0	11%	11%
163806		0	A12		0			804755	ENERGY TO GO #12	MERRIMACK	NH	CN	349	63	0	0	0	0	18%	#DIV/0!
163806	163824	A24	A24	964646					CANDIA GETTY	CANDIA	NH	CN	330	30	12	59	0	0	9%	20%
163806	163823	A12	A12	792393					ABBOTT'S MARKET	MERRIMACK	NH	CN	328	37	0	0	0	0	11%	#DIV/0!
163806	163823	A12	A24	723710					BON BON'S MOBIL	MERRIMACK	NH	CN	314	72	62	251	0	0	23%	25%
163806	163824	A24	A24	104428					LAVALLEE'S STORE	SUNCOOK	NH	CN	266	57	58	254	0	0	21%	23%
163806	163821	A24	A24	622539					AMHERST MOBIL	AMHERST	NH	GS	261	54	51	241	0	0	21%	21%
163806	163826	A24	A12	597069					CAPITAL FARMS	CONCORD	NH	CN	257	52	36	219	0	0	20%	16%
163806	163823	A12	A24	638034					JOSEPH BROS	MANCHESTER	NH	SF	250	39	32	214	0	0	16%	15%
163806	163824	A24	A24	069749					D.C. CANDIA MOBIL	CANDIA	NH	GS	250	37	0	9	0	0	15%	0%
163806	163826	A12	A12	247464					EPSOM CIRCLE MARKET	EPSOM	NH	CN	241	43	35	201	0	0	18%	17%
163806	163824	C12	C00	104352					A 1 SUPERMARKET	MANCHESTER	NH	SF	239	29	26	188	0	0	12%	14%
163806	163823	A24	A24	699056					MERRIMACK VILLAGE VA	MERRIMACK	NH	CN	232	50	29	168	0	0	22%	17%
163806	163823	A24	A24	755636					CARON & SONS MOBIL	MERRIMACK	NH	GS	230	50	42	203	0	0	22%	21%
163806	163826	A24	A24	742549					THORNE'S EXXON	CONCORD	NH	CN	226	45	45	201	0	0	20%	22%
163806		0	A00		0			779348	IRVING OIL #1511	HOOKSETT	NH	GS	216	28	13	113	1	1	13%	12%
163806	163824	A12	A12	804031					UNCLE BOB'S SUPER	MANCHESTER	NH	CN	200	45	0	0	0	0	23%	#DIV/0!
163806	163823	A12	A12	104284					TEMPLE FOOD MART	MANCHESTER	NH	SF	195	38	17	123	0	0	19%	14%
163806	163823	A04	A00	104261					BEECHMONT MARKET	MANCHESTER	NH	CN	190	23	21	163	1	0	12%	13%
163806	163823	A12	A24	573880					PIGEON'S MARKET	MANCHESTER	NH	CN	184	18	14	174	0	0	10%	8%
163806	163823	A12	A24	349797					QUEEN CITY MOBIL 2	MANCHESTER	NH	CN	182	36	26	140	0	0	20%	19%
163806	163823	A12	A00	544454					SOUTH WILLOW SUNOCO	MANCHESTER	NH	CN	175	24	0	4	1	0	14%	0%
163806	163824	C12	C00	103199					SULLYS SUPERETTE	MANCHESTER	NH	SM	170	23	23	169	0	0	14%	14%
163806	163824	A12	A12	104371					AMOSKEAG MARKET	MANCHESTER	NH	CN	165	23	20	157	0	0	14%	13%
163806	163824	A12	A24	691347					AUBURN MARKET #1	AUBURN	NH	CN	163	36	32	129	0	0	22%	25%
163806	163824	A12	A00	104316					NORTH END SUPERETTE	MANCHESTER	NH	CN	161	18	19	147	1	0	11%	13%
163806	163823	A12	A12	643590					STEVE'S 101 MOBIL	BEDFORD	NH	GS	160	23	12	107	0	0	14%	11%
163806	163823	A24	A24	732995					ROBINSONS COUNTRY	MERRIMACK	NH	CN	158	36	13	62	0	0	23%	21%
163806	163824	A24	A00	536532					SECOND STREET MOBIL	MANCHESTER	NH	CN	150	30	19	141	0	0	20%	13%
163806	163824	A12	A12	643672					CAPTAINS PLEASURE	CONCORD	NH	TB	150	26	12	48	0	0	17%	25%
163806		0	A12		0			683417	EDDY ROAD STAR MART	MANCHESTER	NH	CN	150	14	15	147	1	1	9%	10%
163806		0	A04		0			608564	BOW MOBIL	BOW	NH	CN	142	25	28	144	0	0	18%	19%
163806	163824	A12	A00	104256					RAYS COUNTRY STORE	BEDFORD	NH	CN	138	24	18	118	0	0	17%	15%
163806	163824	A12	A24	720822					FOOD BASKET	CONCORD	NH	CN	130	26	22	97	0	0	20%	23%
163806	163823	A24	A12	663001					N & N EXPRESS	MANCHESTER	NH	CN	130	25	40	171	0	0	19%	23%
163806	163824	A24	A24	604770					UNION ST MARKET	MANCHESTER	NH	CN	130	23	9	89	0	0	18%	10%
163806	163823	A12	A12	371559					WEBSTERS FAMILY STOR	MERRIMACK	NH	CN	125	26	22	114	0	0	21%	19%
163806	163824	A12	A12	779345					FAIRDEAL QUEEN CITY	MANCHESTER	NH	CN	125	25	0	0	0	0	20%	#DIV/0!
163806	163824	A24	A12	679198					HEIGHTS MARKET	CONCORD	NH	CN	125	20	4	14	0	0	16%	29%
163806		0	A24		0			582292	KATE'S HOOKSETT MOBI	HOOKSETT	NH	GS	124	15	15	124	1	0	12%	12%
163806	163824	A12	A12	714926					CROSSTOWN VTY	MANCHESTER	NH	CN	120	20	15	87	0	0	17%	17%
163806	163824	A12	A12	487016					HARVEST FARM MARKET	MANCHESTER	NH	CN	120	18	12	77	0	0	15%	16%
163806	163824	A12	A12	555820					GOSSELIN SUPER	MANCHESTER	NH	SF	120	18	12	83	0	0	15%	14%
163806	163823	A12	A12	757341					SHORT STOP SUPERETTE	MANCHESTER	NH	SF	115	24	15	59	0	0	21%	25%



BUFFALO REGION HANDLED CHAIN CALLS WITH SIS CALCULATED SOM OF 24% OR LESS.

SR TERR	RR TERR	SR FR	RR FR	ACCT	FULL NAME	CITY	ST	SEG	SIS IND	SIS RJR	AIM RJR	AIM IND	RJR L/O	PM EX	SIS RJR SOM	AIM RJR SOM
162206		0 A00		0	088547 NICE N EASY #248	UTICA	NY	CN	254	39	35	193	1	1	15%	18%
162206	162235	A00	A24		725271 NICE N EASY #257	UTICA	NY	CN	150	25	0	0	0	0	17%	#DIV/0!
162202		0 A00		0	189710 NICE N EASY #260	VERONA BEACH	NY	CN	172	32	18	106	1	1	19%	17%
162206		0 A00		0	020143 NICE N EASY #261	UTICA	NY	CN	150	21	23	180	1	1	14%	13%
162206		0 A00		0	715486 NICE N EASY #263	ONEIDA	NY	CN	169	33	21	106	0	1	20%	20%
162206		0 A00		0	292052 NICE N EASY #268	ROME	NY	CN	185	29	23	148	1	1	16%	16%
162201	162323	A00	A00		250631 NICE N EASY #269	SARANAC LAKE	NY	CN	125	25	20	94	0	1	20%	21%
162201	162323	A00	A00		250631 NICE N EASY #269	SARANAC LAKE	NY	CN	125	25	20	94	0	1	20%	21%
162206		0 A00		0	762943 NICE N EASY #271	NEW HARTFORD	NY	CN	167	30	25	151	1	1	18%	17%
162206	162235	A00	A12		052758 NICE N EASY #503	UTICA	NY	CN	211	36	32	186	0	0	17%	17%
162601		0 A00		0	765269 NOCO S 21	NORTH TONAWANDA	NY	CN	79	8	22	84	0	0	10%	26%
162601	162626	A00	A12		917076 NOCO S 28	NIAGARA FALLS	NY	CN	87	15	15	87	0	0	17%	17%
162602	162622	A00	A12		460488 NOCO S 38	LANCASTER	NY	CN	108	22	33	113	0	0	20%	29%
162602	162629	A00	A04		765534 NOCO S 41	BUFFALO	NY	CN	77	14	14	65	0	0	18%	22%
162603	162625	A00	A12		213815 NOCO S 42	BUFFALO	NY	CN	183	37	54	197	0	0	20%	27%
162601	162629	A00	A12		213211 NOCO S 44	BUFFALO	NY	CN	149	26	34	129	0	0	17%	26%
162601	162626	A00	A12		550895 NOCO S 50	TONAWANDA	NY	CN	133	26	25	120	0	0	20%	21%
162601	162629	A00	A12		552991 NOCO S 52	KENMORE	NY	CN	94	17	27	102	0	0	18%	26%
163805	163822	A00	A12		739520 ON THE RUN #01E5Y	TYNGSBOROUGH	MA	GS	135	26	26	135	0	0	19%	19%
162303	162322	A12	A01		790290 ON THE RUN #08724	SCOTIA	NY	CN	400	60	8	32	0	0	15%	25%
162601	162629	A00	A12		665402 ON THE RUN #08D5G	BUFFALO	NY	CN	159	30	30	159	0	0	19%	19%
162602	162622	A00	A12		575703 ON THE RUN #08HDX	WILLIAMSVILLE	NY	CN	190	34	34	190	0	0	18%	18%
162304	162322	A12	A24		903561 ON THE RUN #08K8C	LOUDONVILLE	NY	CN	176	26	26	176	0	0	15%	15%
162303	162322	A00	A12		541146 ON THE RUN #08L45	ALBANY	NY	CN	178	27	27	178	0	0	15%	15%
162303	162324	A00	A12		549722 ON THE RUN #08LMV	SCHENECTADY	NY	CN	187	31	31	187	0	0	17%	17%
162304	162321	A12	A24		870220 ON THE RUN #08LWE	SARATOGA SPRING	NY	CN	216	39	39	216	0	0	18%	18%
162601	162626	A00	A12		738553 ON THE RUN #08MN8	TONAWANDA	NY	CN	165	27	27	165	0	0	16%	16%
162304	162322	A12	A24		752014 ON THE RUN #08NFR	LATHAM	NY	CN	176	24	24	176	0	0	14%	14%
162304	162321	A12	A24		974693 ON THE RUN #08NJW	SARATOGA SPRING	NY	CN	195	32	32	195	0	0	16%	16%
162303	162324	A00	A12		566423 ON THE RUN #08PMY	SCHENECTADY	NY	CN	225	41	41	225	0	0	18%	18%
162307	162328	A00	A12		661133 ON THE RUN #17G5Y	HIGHLAND	NY	CN	263	35	35	263	0	0	13%	13%
162309	162329	A04	A12		551912 ON THE RUN #17J3W	PATTERSON	NY	CN	340	47	47	340	0	0	14%	14%
162308	162329	A00	A24		669449 ON THE RUN #17PMF	FISHKILL	NY	CN	267	31	31	267	0	0	12%	12%
162601	162626	A00	A12		508960 ON THE RUN #08A6H	TONAWANDA	NY	CN	191	37	37	191	0	0	19%	19%
162208	162220	A00	A24		651761 ORLOSKI QUIK MART	WILKES BARRE	PA	CN	374	47	40	354	0	0	13%	11%
162208	162220	A00	A24		021107 ORLOSKI QUIK MART	WILKES BARRE	PA	CN	202	15	14	178	0	0	7%	8%
162208	162220	A00	A24		364079 ORLOSKI'S	WHITE HAVEN	PA	CN	380	32	33	320	0	0	8%	10%
162208	162220	A00	A24		553931 ORLOSKI'S	WYOMING	PA	CN	288	21	26	245	0	0	7%	11%
162208	162222	A00	A24		306778 ORLOSKI'S	MOOSIC	PA	CN	247	20	34	249	0	0	8%	14%
162208	162220	A00	A24		598790 ORLOSKI'S MINI MART	DALLAS	PA	CN	442	41	42	366	0	0	9%	11%
162208	162220	A00	A24		399668 ORLOSKI'S MINI MART	WILKES BARRE	PA	CN	217	17	20	192	0	0	8%	10%
162208	162220	A00	A24		598788 ORLOSKI'S MINI MART	TRUCKSVILLE	PA	CN	195	17	20	188	0	0	9%	11%
162208	162220	A00	A24		023192 ORLOSKI'S QUIK MART	MOUNTAIN TOP	PA	CN	298	24	24	265	0	0	8%	9%
162208	162220	A00	A24		551045 ORLOSKI'S QUIK MART	WILKES BARRE	PA	CN	257	20	25	248	0	0	8%	10%
162208	162220	A00	A24		023190 ORLOSKI'S SERVICE	WILKES BARRE	PA	CN	451	29	37	433	0	0	6%	9%
162209	162222	A00	A24		552036 ORLOSKI'S SVC. STA.	SCRANTON	PA	CN	259	29	54	356	0	0	11%	15%
162209	162229	A00	A24		279211 ORLOSKI'S TEXACO	TOBYHANNA	PA	CN	272	17	21	210	0	0	6%	10%
162208	162229	A00	A24		521418 ORLOSKI'S TEXACO	LAKE HARMONY	PA	CN	121	13	15	109	0	0	11%	14%
162208	162220	A00	A24		071333 ORLOSKI'S	KINGSTON	PA	CN	376	33	49	412	0	0	9%	12%



## Product Availability

51853 7183



# **1998 Product Availability**

51853 7184



# 1997 Product Availability Key Core Brands

	Mar '97			
<u>Brand</u>	<u>Base</u>	<u>Dec. '97</u>	<u>Results</u>	<u>Goal</u>
Camel Filter	95.10	96.60	+ 1.5%	95%
Camel Light	94.30	95.80	+ 1.5%	95%
Camel F Box	94.10	97.70	+ 2.6%	95%
Camel Lt Box	93.60	97.10	+ 3.5%	95%
Camel Wides F	77.60	85.90	+ 8.3%	85%
Camel Wides Lt	76.60	85.80	+ 9.2%	85%
Winston King	96.30	98.20	+ 1.9%	95%
Winston Lt	95.70	97.40	+ 1.7%	95%
Winston 100	96.40	98.90	+ 2.5%	95%
Winston Lt 100	94.80	96.20	+ 1.4%	95%
Doral Lt 100	86.40	91.10	+ 4.7%	95%
Doral Lt Men 100	83.70	90.60	+ 6.9%	95%

\* 75 + CPW Accounts

51853 7185



# 1997 Product Availability New Brands / Re-Introduction

	Mar '97			
<u>Brand</u>	<u>Base</u>	<u>Dec. '97</u>	<u>Results</u>	<u>Goal</u>
Camel F Men Box	77.10	89.50	+ 12.4%	90%
Camel Lt Men Box	77.10	89.70	+ 12.6%	90%
Kamel Red Filter	30.30	79.80	New	95%
Kamel Red Lt	30.10	79.90	New	95%
Winston Box	92.90	96.80	+ 3.9%	95%
Winston Lt Box	79.20	94.40	+ 15.2%	95%
Winston Lt 100 Box	46.40	79.30	+ 32.9%	95%
Winston Ult K Box	N/A	66.20		65%
Winston Ult 100 Box	N/A	65.10		70%
Doral Lt 100 Box	34.50	69.50	+ 35.0%	85%
Doral FF 100 Box	34.30	71.30	+ 37.0%	85%

\* 75 + CPW Accounts

51853 7186



# 98 Plans - Key Issues/Objectives

## Product Availability

Issue	Objective	Action Plan	Status
<b>Priority/Core Brands</b> <ul style="list-style-type: none"> <li>• Winston Utl. Box Styles</li> <li>• Doral Box Styles</li> <li>• Kamel Red Styles</li> </ul>	95+%  90% 95% 95%	Establish Division/Territory Objectives	DM/KAM presented their '97 Results and '98 Plans on 11/17/97 <ul style="list-style-type: none"> <li>• Taken down to SRs/AMs Dec./Jan</li> </ul>
<ul style="list-style-type: none"> <li>• Potential Price increases create greater Inventory costs to all accounts.</li> <li>• PM selling SKU eliminations.</li> </ul>	Maintain RJR SKU's	DM/SR/KAM/AM Talk SKU Mgmt. vs. SKU Elimination <ul style="list-style-type: none"> <li>• CTS success due to satisfying customer</li> </ul>	KAMs/AMs training on SKU Rationalization Tool Feb. 98

1811 99815



## Buffalo Region #1600

### Product Availability

Buffalo Region	Thru 12/97		Thru 1/98	Thru 2/98	Thru 3/98	Thru 4/98	Thru 5/98	Thru 6/98	Thru 7/98	Thru 8/98	Thru 9/98	Thru 10/98	Thru 11/98	Thru 12/98
Brand:	% ACCTS WITH	1998 Objective	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	97.7	95%	97.5	97.6	97.7	97.0								
CAMEL F 85 SP	96.6	95%	96.7	96.8	96.7	96.0								
CAMEL L M 83 BX	89.7	90%	89.6	90.0	89.6	89.4								
CAMEL LTS F 85 HP	97.1	95%	97.2	97.4	97.2	96.5								
CAMEL LTS F 85 SP	95.8	95%	96.1	96.2	96.2	95.7								
CAMEL M 83 BX	89.5	90%	89.6	90.0	89.4	89.0								
CAMEL WIDE F 79 HP	85.9	85%	86.7	86.7	87.0	86.8								
CAMEL WIDE LF 79 HP	85.8	85%	86.1	85.9	86.5	86.1								
DORAL F 100	91.7	95%	92.2	92.3	92.3	91.9								
DORAL F 100 BX	71.3	95%	74.4	75.1	76.5	77.8								
DORAL F85 SP	90.4	95%	90.8	90.4	90.6	90.1								
DORAL LTS 100 BX	69.5	95%	72.8	74.1	75.5	76.4								
DORAL LTS F 100	91.1	95%	91.9	92.0	92.2	91.6								
DORAL LTS F 85	90.5	95%	91.1	91.2	91.5	91.3								
DORAL LTS M 100	90.6	95%	90.9	91.1	91.5	91.6								
DORAL ULT F 100	89.4	95%	90.1	90.2	90.4	90.5								
KAMEL RED F 83 HP	79.8	95%	80.7	81.7	82.2	82.7								
KAMEL RED LF 83 HP	78.9	95%	79.9	80.7	81.2	81.9								
SALEM M 85 SP	98.3	95%	98.4	98.5	98.1	98.0								
WINSTON F 100	98.1	95%	98.2	98.4	98.1	97.5								
WINSTON F 85 BX	96.8	95%	97.0	97.2	97.4	96.6								
WINSTON F 85 SP	98.2	95%	98.1	98.1	97.8	97.1								
WINSTON LT F 100 BX	79.3	95%	82.4	84.0	87.1	86.2								
WINSTON LTS F 100 SP	96.2	95%	96.0	96.4	96.1	95.7								
WINSTON LTS F 85 BX	94.4	95%	94.9	95.3	95.4	94.8								
WINSTON LTS F 85 SP	97.4	95%	97.5	97.5	97.5	96.6								
WINSTON ULT 83 BX	66.2	90%	71.0	73.4	78.0	80.0								
WINSTON ULT LF 100 B	65.1	90%	70.2	72.6	77.2	79.6								

FOR ACCOUNTS WITH 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

8817 89819

5/18/98



**Buffalo Region #1600**  
**Division Summary Product Availability**

Thru April, 1998	Region 1600	Syracuse 1622	Albany 1623	Buffalo 1626	Nashua 1638	Thru March, 1998	Region 1600	Syracuse 1622	Albany 1623	Buffalo 1626	Nashua 1638
Buffalo Region	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	Buffalo Region	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW	% ACCTS WITH 75+ CPW
Brand:						Brand:					
CAMEL F 85 HP	97.0	96.7	96.4	97.4	98.1	CAMEL F 85 HP	97.7	97.4	98.3	96.5	99.1
CAMEL F 85 SP	96.0	95.7	94.2	98.6	95.1	CAMEL F 85 SP	96.7	97.0	95.5	98.2	95.7
CAMEL L M83 BX	89.4	88.3	87.8	92.5	88.7	CAMEL L M83 BX	89.6	89.6	88.1	91.5	89.1
CAMEL LTS F 85 HP	96.5	95.9	95.9	97.4	97.1	CAMEL LTS F 85 HP	97.2	96.6	98.0	96.6	98.3
CAMEL LTS F 85 SP	95.7	95.7	93.4	98.6	94.4	CAMEL LTS F 85 SP	96.2	96.8	94.3	98.3	94.9
CAMEL M 83 BX	89.0	88.3	87.3	91.8	88.3	CAMEL M 83 BX	89.4	89.1	88.3	90.6	89.7
CAMEL WIDES F79 HP	86.8	83.9	85.1	88.9	91.0	CAMEL WIDES F79 HP	87.0	84.9	86.2	87.3	92.1
CAMEL WIDES LF79HP	86.1	84.4	84.3	88.0	90.7	CAMEL WIDES LF79HP	86.5	85.0	85.7	86.4	91.2
DORAL F 100	91.9	93.7	89.8	97.2	82.7	DORAL F 100	92.3	94.3	90.5	96.8	83.4
DORAL F 100 BX	77.8	79.6	86.2	79.5	75.7	DORAL F 100 BX	76.5	78.4	87.7	97.0	77.2
DORAL F 85 SP	90.1	93.2	75.1	97.4	77.4	DORAL F 85 SP	90.6	94.1	73.7	77.1	76.0
DORAL L F100 BX	76.4	76.9	73.7	78.9	75.3	DORAL L F100 BX	75.5	76.1	73.5	75.9	77.0
DORAL LTS F 100	91.6	93.8	89.2	97.2	81.2	DORAL LTS F 100	92.2	94.5	90.1	96.8	82.8
DORAL LTS F 85	91.3	94.0	88.8	97.2	79.2	DORAL LTS F 85	91.5	94.5	89.1	96.8	80.4
DORAL LTS M 100	91.6	94.3	87.6	97.0	83.0	DORAL LTS M 100	91.5	94.3	87.4	96.3	84.5
DORAL ULT F 100	90.5	92.5	86.8	96.6	82.2	DORAL ULT F 100	90.4	92.2	87.1	95.8	83.1
KAMEL RED F 83 HP	82.7	77.8	84.5	83.6	88.7	KAMEL RED F 83 HP	82.2	77.4	84.9	81.6	89.1
KAMEL RED L F83 HP	81.9	76.4	83.9	83.2	88.4	KAMEL RED L F83 HP	81.2	76.4	83.4	81.0	88.1
SALEM M 85 SP	98.0	98.0	97.6	98.6	97.8	SALEM M 85 SP	98.1	98.3	98.0	97.9	98.6
WINSTON F 100	97.5	97.4	96.9	98.3	97.4	WINSTON F 100	98.1	98.0	98.4	98.1	98.1
WINSTON F 85 BX	96.6	96.1	96.6	96.5	97.6	WINSTON F 85 BX	97.4	97.1	97.9	96.6	98.2
WINSTON F 85 SP	97.1	97.0	96.5	98.1	96.8	WINSTON F 85 SP	97.8	97.8	97.9	98.0	97.6
WINSTON LTS F100BX	86.2	83.2	88.3	84.5	92.2	WINSTON LTS F100BX	87.1	85.7	87.8	85.0	92.7
WINSTON LTS F100SP	95.7	96.1	94.8	98.0	92.1	WINSTON LTS F100SP	96.1	96.0	96.4	98.1	92.3
WINSTON LTS F85 BX	94.8	94.0	94.3	95.6	96.1	WINSTON LTS F85 BX	95.4	94.0	96.4	94.9	97.7
WINSTON LTS F85 SP	96.6	96.6	95.9	98.2	94.9	WINSTON LTS F85 SP	97.5	97.6	97.2	98.3	96.5
WINSTON ULT LF 83 B	80.0	76.3	80.1	81.0	85.7	WINSTON ULT LF 83 B	78.0	76.2	74.4	79.3	85.9
WINSTON ULT LF 100 B	79.6	76.6	79.2	81.1	84.1	WINSTON ULT LF 100 B	77.2	76.4	72.6	78.4	84.2

6811 89815



Buffalo Division #1626  
Product Availability  
1998

Buffalo Division	THRU 12/97		THRU 1/98	THRU 2/98	THRU 3/98	THRU 4/98	THRU 5/98	THRU 6/98	THRU 7/98	THRU 8/98	THRU 9/98	THRU 10/98	THRU 11/98	THRU 12/98
Brand:	% ACCTS WITH	1998 Objective	% ACCTS WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% TOTAL WITH	% TOTAL WITH	% TOTAL WITH
CAMEL F 85 HP	96.7	95%	96.8	96.8	96.5	97.4								
CAMEL F 85 SP	98.1	95%	98.2	98.3	98.2	98.6								
CAMEL L M 83 BX	91.1	91%	91.2	91.7	91.5	92.5								
CAMEL LTS F 85 HP	96.6	95%	96.5	96.8	96.6	97.4								
CAMEL LTS F 85 SP	97.8	95%	97.9	98.2	98.3	98.6								
CAMEL M 83 BX	90.3	91%	90.8	91.5	90.6	91.8								
CAMEL WIDE F 79 HP	84.6	86%	84.7	86.4	87.3	88.9								
CAMEL WIDE LF 79 HP	84.0	86%	83.7	84.7	86.4	88.0								
DORAL F 100	96.8	95%	97.3	96.7	96.8	97.2								
DORAL F85 SP	97.3	95%	97.6	97.3	97.0	79.5								
DORAL FF 100 BX	66.3	95%	70.3	73.5	77.1	97.4								
DORAL LTS 100 BX	64.4	95%	70.0	73.6	75.9	78.9								
DORAL LTS F 100	96.4	95%	97.2	97.1	96.8	97.2								
DORAL LTS F 85	96.5	95%	97.3	97.2	96.8	97.2								
DORAL LTS M 100	95.9	95%	96.7	96.4	96.3	97.0								
DORAL ULT F 100	94.8	95%	96.3	96.1	95.8	96.6								
KAMEL RED F 83 HP	77.5	95%	78.8	80.5	81.6	83.6								
KAMEL RED LF 83 HP	77.0	95%	77.9	79.8	81.0	83.2								
SALEM M 85 SP	97.7	95%	98.2	98.2	97.9	98.6								
WINSTON F 100	98.2	95%	98.2	98.5	98.1	98.3								
WINSTON F 85 BX	95.1	95%	95.9	96.1	96.6	96.5								
WINSTON F 85 SP	98.2	95%	98.4	98.4	98.0	98.1								
WINSTON LT F 100 BX	98.4	95%	76.8	81.0	85.0	84.5								
WINSTON LTS F 100 SP	97.9	95%	98.4	98.3	98.1	98.0								
WINSTON LTS F 85 BX	92.2	95%	93.5	93.8	94.9	95.6								
WINSTON LTS F 85 SP	98.2	95%	98.4	98.5	98.3	98.2								
WINSTON ULT 83 BX	59.9	91%	68.0	73.6	79.3	81.0								
WINSTON ULT LF 100 BX	58.7	91%	67.3	73.5	78.4	81.1								

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

0617 35815

5/18/98



**Buffalo Division #1626**  
**Sales Reps**  
**Product Availability**

Thru April, 1998 Buffalo #1626 Independents Brand:	D. Neaf 162601		B. Davignon 162602		M. Morris 162603		T. Thompson 162604		N. Clary 162605		H. Levenstein 162606		D. Miller 162607	
	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH
CAMEL F 85 HP	95.0	96.6	95.0	96.3	95.0	93.7	95.0	100.0	95.0	96.6	95.0	96.0	95.0	95.1
CAMEL LTS F 85 SP	95.0	98.9	95.0	97.6	95.0	95.8	95.0	100.0	95.0	98.3	95.0	96.0	95.0	98.8
CAMEL LTS F 85 HP	95.0	92.0	95.0	92.7	95.0	85.4	95.0	94.5	95.0	92.2	95.0	90.0	95.0	91.5
CAMEL F 85 SP	95.0	96.6	95.0	96.3	95.0	95.8	95.0	98.6	95.0	96.6	95.0	96.0	95.0	96.3
CAMEL L M 83 BX	91.0	98.9	91.0	96.3	91.0	97.9	91.0	100.0	91.0	98.3	91.0	96.0	91.0	98.8
CAMEL M 83 BX	91.0	92.0	91.0	90.2	91.0	85.4	91.0	95.9	91.0	92.2	91.0	90.0	91.0	92.7
*CAM WIDE F 79 HP	86.0	88.5	86.0	89.0	86.0	85.4	86.0	97.3	86.0	93.1	86.0	92.0	86.0	87.8
*CAM WIDE LF 79 HP	86.0	86.0	86.0	91.5	86.0	87.5	86.0	97.3	86.0	92.2	86.0	92.0	86.0	79.3
*RED KAMEL FF	95.0	97.7	95.0	97.6	95.0	97.9	95.0	90.4	95.0	96.6	95.0	96.0	95.0	95.1
*RED KAMEL LTS	95.0	85.1	95.0	80.5	95.0	79.2	95.0	76.7	95.0	81.9	95.0	86.0	95.0	82.9
DORAL LTS M 100	95.0	97.7	95.0	97.6	95.0	100.0	95.0	89.0	95.0	96.6	95.0	96.0	95.0	96.3
DORAL ULT F 100	95.0	81.6	95.0	81.7	95.0	81.2	95.0	74.0	95.0	82.8	95.0	84.0	95.0	82.9
DORAL LTS F 100	95.0	97.7	95.0	97.6	95.0	100.0	95.0	90.4	95.0	96.6	95.0	96.0	95.0	93.9
DORAL LTS F 85	95.0	97.7	95.0	93.9	95.0	100.0	95.0	90.4	95.0	96.6	95.0	96.0	95.0	96.3
DORAL F 100	95.0	97.7	95.0	96.3	95.0	100.0	95.0	90.4	95.0	96.6	95.0	96.0	95.0	93.9
DORAL F85 SP	95.0	97.7	95.0	95.1	95.0	100.0	95.0	89.0	95.0	96.6	95.0	96.0	95.0	93.9
*DORAL FF 100 BX	95.0	95.4	95.0	89.0	95.0	95.8	95.0	98.6	95.0	87.9	95.0	94.0	95.0	70.7
*DORAL LTS 100 BX	95.0	94.3	95.0	89.0	95.0	93.7	95.0	98.6	95.0	86.2	95.0	94.0	95.0	72.0
SALEM M 85 SP	95.0	97.7	95.0	97.6	95.0	100.0	95.0	100.0	95.0	98.3	95.0	94.0	95.0	98.8
WINSTON LTS F 100 SP	95.0	97.7	95.0	98.8	95.0	100.0	95.0	100.0	95.0	98.3	95.0	94.0	95.0	98.8
WINSTON F 85 SP	95.0	97.7	95.0	98.8	95.0	95.8	95.0	100.0	95.0	96.6	95.0	96.0	95.0	98.8
WINSTON F 85 BX	95.0	94.3	95.0	97.6	95.0	89.6	95.0	100.0	95.0	94.0	95.0	94.0	95.0	95.1
WINSTON LTS F 85 SP	95.0	97.7	95.0	98.8	95.0	95.8	95.0	100.0	95.0	96.6	95.0	96.0	95.0	98.8
WINSTON LTS F 85 BX	95.0	87.4	95.0	89.0	95.0	77.1	95.0	90.4	95.0	82.8	95.0	82.0	95.0	87.8
WINSTON F 100	95.0	97.7	95.0	98.8	95.0	95.8	95.0	100.0	95.0	96.6	95.0	96.0	95.0	98.8
WINSTON LT F 100 BX	95.0	94.3	95.0	95.1	95.0	87.5	95.0	100.0	95.0	93.1	95.0	94.0	95.0	92.7
WINSTON ULTRA BX	91.0	97.7	91.0	98.8	91.0	95.8	91.0	100.0	91.0	96.6	91.0	96.0	91.0	98.8
WINSTON ULTRA 100 BX	91.0	92.0	91.0	87.8	91.0	83.3	91.0	84.9	91.0	83.6	91.0	86.0	91.0	82.9

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK--WITH FREQUENCY

1614 89818

5/18/98



**Buffalo Division #1626**  
**Retail Reps**  
**Product Availability**

Thru April, 1998 Buffalo Division Chain Calls Brand:	S. Flansburg 162620	R. Skelton 162621	J. Ames 162622	J. Henrich 162623	C. Rose 162624	R. Carr 162625	K. Mineo 162626	R. Kiehlmeier 162627	K. Gould 162628	S. Uptegrove 162629	S. Tremmel 162630
% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	100.0	100.0	92.8	97.5	100.0	95.7	94.9	100.0	100.0	98.6	100.0
CAMEL F 85 SP	100.0	100.0	96.4	98.7	100.0	98.6	97.5	100.0	100.0	97.3	98.6
CAMEL L M83 BX	88.2	95.7	88.0	93.7	98.5	90.0	94.9	100.0	98.9	94.6	97.1
CAMEL LTS F 85 HP	100.0	100.0	95.2	98.7	100.0	95.7	96.2	98.5	100.0	97.3	100.0
CAMEL LTS F 85 SP	100.0	100.0	97.6	96.2	100.0	98.6	96.2	100.0	100.0	97.3	100.0
CAMEL M 83 BX	88.2	95.7	84.3	91.1	98.5	90.0	92.4	100.0	98.9	94.6	92.8
CAMEL WIDES F79 HP	89.7	89.9	80.7	89.9	100.0	88.6	88.6	97.1	83.5	86.5	81.2
CAMEL WIDES LF79HP	88.2	88.4	77.1	88.6	100.0	88.6	89.9	91.2	85.7	86.5	81.2
DORAL F 100	100.0	97.1	95.2	98.7	98.5	97.1	97.5	95.6	100.0	98.6	100.0
DORAL F 100 BX	89.7	84.1	57.8	82.3	96.9	62.9	89.9	94.1	87.9	75.7	82.6
DORAL F 85 SP	100.0	97.1	94.0	98.7	98.5	95.7	98.7	100.0	100.0	98.6	100.0
DORAL L F100 BX	89.7	81.2	57.8	82.3	95.4	64.3	87.3	91.2	86.8	75.7	82.6
DORAL LTS F 100	100.0	95.7	97.6	98.7	98.5	97.1	97.5	98.5	100.0	98.6	100.0
DORAL LTS F 85	100.0	97.1	100.0	98.7	98.5	95.7	98.7	95.6	100.0	98.6	100.0
DORAL LTS M 100	98.5	94.2	94.0	97.5	98.5	97.1	97.5	100.0	100.0	98.6	100.0
DORAL ULT F 100	98.5	92.8	96.4	98.7	98.5	95.7	97.5	97.1	100.0	98.6	100.0
KAMEL RED F 83 HP	72.1	75.4	80.7	83.5	100.0	74.3	93.7	77.9	81.3	90.5	82.6
KAMEL RED L F83 HP	73.5	75.4	80.7	82.3	100.0	74.3	92.4	76.5	81.3	90.5	82.6
SALEM M 85 SP	100.0	100.0	96.4	97.5	100.0	98.6	100.0	100.0	100.0	98.6	100.0
WINSTON F 100	97.1	100.0	98.8	100.0	98.5	98.6	98.7	100.0	100.0	98.6	100.0
WINSTON F 85 BX	95.6	98.6	95.2	96.2	98.5	92.9	96.2	100.0	98.9	97.3	100.0
WINSTON F 85 SP	97.1	100.0	97.6	100.0	98.5	98.6	98.7	100.0	100.0	97.3	100.0
WINSTON LTS F100BX	89.7	91.3	69.9	83.5	95.4	61.4	92.4	100.0	87.9	87.8	98.6
WINSTON LTS F100SP	97.1	98.6	97.6	98.7	98.5	98.6	97.5	100.0	100.0	98.6	100.0
WINSTON LTS F85 BX	95.6	98.6	92.8	96.2	98.5	91.4	97.5	100.0	96.7	98.6	100.0
WINSTON LTS F85 SP	97.1	100.0	97.6	100.0	98.5	98.6	98.7	100.0	100.0	97.3	100.0
WINSTON ULT LF 83 B	79.4	81.2	69.9	91.1	83.1	61.4	91.1	98.5	90.1	81.1	92.8
WINSTON ULT LF 100 B	80.9	81.2	73.5	86.1	83.1	57.1	93.7	97.1	84.6	83.8	89.9

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

2617 ES819

**1998 Product Availability Region Objectives:**

- All Priority / Core Brands	95+%
- Doral Box Styles	95%
- Winston Ultra Box Styles	90%
- Camel Menthol Styles	90%
- Camel Wides	85%

5/18/98



Syracuse Division #1622  
Product Availability  
1998

Syracuse Division	Thru Dec. 97		Thru Jan. 98	Thru Feb. 98	Thru Mar. 98	Thru April 98	Thru May 98	Thru June 98	Thru July 98	Thru Aug. 98	Thru Sept. 98	Thru Oct. 98	Thru Nov. 98	Thru Dec. 98
BRAND:	% ACCTS WITH	1998 Objective	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	95.5	95+	97.3	97.2	97.4	96.7								
CAMEL F 85 SP	96.2	95+	97.0	96.9	97.0	95.7								
CAMEL L M83 BX	78.6	90+	89.9	90.3	89.6	88.3								
CAMEL LTS F 85 HP	94.4	95+	97.0	97.1	96.6	95.9								
CAMEL LTS F 85 SP	95.4	95+	96.5	96.4	96.8	95.7								
CAMEL M 83 BX	78.5	90+	90.2	90.3	89.1	88.3								
CAMEL WIDES F79 HP	82.4	85+	86.6	85.9	84.9	83.9								
CAMEL WIDES LF79HP	81.7	85+	86.5	85.9	85.0	84.4								
DORAL F 100	90.8	95+	94.7	95.2	94.3	93.7								
DORAL F 100 BX	44.3	95+	77.8	77.8	78.4	79.6								
DORAL F 85 SP	90.5	95+	94.2	94.0	94.1	93.2								
DORAL L F100 BX	43.9	95+	74.9	76.1	76.1	76.9								
DORAL LTS F 100	91.7	95+	94.9	94.9	94.5	93.8								
DORAL LTS F 86	92.0	95+	94.5	95.2	94.5	94.0								
DORAL LTS M 100	90.6	95+	94.2	94.9	94.3	94.3								
DORAL ULT F 100	88.5	95+	92.6	93.2	92.2	92.5								
KAMEL RED F 83 HP	32.3	95+	77.3	77.9	77.4	77.8								
KAMEL RED L F83 HP	32.1	95+	76.4	76.7	76.4	76.4								
SALEM M 85 SP	96.4	95+	98.6	98.7	98.3	98.0								
WINSTON F 100	96.3	95+	98.2	98.2	98.0	97.4								
WINSTON F 85 BX	93.8	95+	96.9	97.1	97.1	96.1								
WINSTON F 85 SP	96.4	95+	98.1	98.3	97.8	97.0								
WINSTON LTS F100BX	46.7	95+	82.6	84.0	85.7	83.2								
WINSTON LTS F100SP	95.3	95+	96.6	96.7	96.0	96.1								
WINSTON LTS F85 BX	79.7	95+	94.5	94.8	94.0	94.0								
WINSTON LTS F85 SP	96.2	95+	97.5	97.6	97.6	96.6								
WINSTON ULT LF 83 B	100.0	90+	71.8	73.5	76.2	76.3								
WINSTON ULT LF 100 B	100.0	90+	72.2	73.2	76.4	76.6								

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK—WITH FREQUENCY

1617 35815

5/18/98



Albany Division #1623  
Product Availability  
1998

Albany Division	THRU 12/97		THRU 1/98	THRU 2/98	THRU 3/98	THRU 4/98	THRU 5/98	THRU 6/98	THRU 7/98	THRU 8/98	THRU 9/98	THRU 10/98	THRU 11/98	THRU 12/98
Brand:	% ACCTS WITH	1998 Objective	% ACCTS WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% ACCTS WITH	% TOTAL WITH	% TOTAL WITH	% TOTAL WITH	% TOTAL WITH
CAMEL F 85 HP	98.3	95%	98.0	98.5	98.3	96.4								
CAMEL F 85 SP	94.9	95%	95.4	95.4	95.5	94.2								
CAMEL L M 83 BX	88.1	90%	88.2	87.9	88.1	87.8								
CAMEL LTS F 85 HP	97.4	95%	97.5	98.2	98.0	95.9								
CAMEL LTS F 85 SP	94.2	95%	94.3	94.3	94.3	93.4								
CAMEL M 83 BX	87.5	90%	88.4	88.4	88.3	87.3								
CAMEL WIDE F 79 HP	84.4	85%	85.7	84.6	86.2	85.1								
CAMEL WIDE LF 79 HP	84.7	85%	85.1	84.8	85.7	84.3								
DORAL F 100	88.4	95%	89.4	89.6	90.5	89.8								
DORAL F 85 SP	87.8	95%	88.4	87.1	87.7	86.2								
DORAL FF 100 BX	72.6	95%	73.9	73.1	73.7	75.1								
DORAL LTS 100 BX	70.3	95%	72.6	72.0	73.5	73.7								
DORAL LTS F 100	87.7	95%	88.8	88.4	90.1	89.2								
DORAL LTS F 85	86.9	95%	88.3	87.1	89.1	88.8								
DORAL LTS M 100	86.0	95%	86.0	85.5	87.4	87.6								
DORAL ULT F 100	86.0	95%	85.6	85.1	87.1	86.8								
KAMEL RED F 83 HP	82.4	95%	83.1	83.6	84.9	84.5								
KAMEL RED LF 83 HP	81.7	95%	82.6	82.6	83.4	83.9								
SALEM M 85 SP	98.4	95%	98.2	98.4	98.0	97.6								
WINSTON F 100	98.1	95%	98.1	98.4	98.4	96.9								
WINSTON F 85 BX	97.5	95%	97.5	97.8	97.9	96.6								
WINSTON F 85 SP	97.9	95%	97.7	97.8	97.9	96.5								
WINSTON LT F 100 BX	80.2	95%	81.3	81.7	87.8	88.3								
WINSTON LTS F 100 SP	95.8	95%	95.1	96.3	96.4	94.8								
WINSTON LTS F 85 BX	94.7	95%	94.8	95.4	96.4	94.3								
WINSTON LTS F 85 SP	96.8	95%	97.1	96.8	97.2	95.9								
WINSTON ULT LF 83 BX	62.2	90%	65.3	66.4	74.4	80.1								
WINSTON ULT LF 100 BX	62.2	90%	64.8	65.3	72.6	79.2								

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FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

5/18/98



Nashua Division #1638  
Product Availability  
1998

Nashua Division	THRU 12/97		THRU 1/98	THRU 2/98	THRU 3/98	THRU 4/98	THRU 5/98	THRU 6/98	THRU 7/98	THRU 8/98	THRU 9/98	THRU 10/98	THRU 11/98	THRU 12/98
Brand:	% ACCTS WITH	1998 Objective	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	98.6	95%	98.4	98.6	99.1	98.1								
CAMEL F 85 SP	96.3	95%	95.9	96.1	95.7	95.1								
CAMEL L M 83 BX	87.6	90%	88.2	89.7	89.1	88.7								
CAMEL LTS F 85 HP	97.8	95%	98.4	98.1	98.3	97.1								
CAMEL LTS F 85 SP	94.5	95%	94.9	95.4	94.9	94.4								
CAMEL M 83 BX	88.7	90%	88.1	89.5	89.7	88.3								
CAMEL WIDE F 79 HP	90.1	85%	92.1	92.5	92.1	91.0								
CAMEL WIDE LF 79 HP	90.1	85%	91.1	91.1	91.2	90.7								
DORAL F 100	81.0	95%	82.6	83.2	83.4	82.7								
DORAL F85 SP	73.7	95%	76.4	76.5	77.2	75.7								
DORAL FF 100 BX	70.6	95%	75.3	75.9	76.0	77.4								
DORAL LTS 100 BX	69.1	95%	73.5	74.6	77.0	75.3								
DORAL LTS F 100	79.8	95%	81.9	83.2	82.8	81.2								
DORAL LTS F 85	77.9	95%	78.3	79.3	80.4	79.2								
DORAL LTS M 100	81.3	95%	82.3	83.9	84.5	83.0								
DORAL ULT F 100	80.2	95%	82.0	82.1	83.1	82.2								
KAMEL RED F 83 HP	86.4	90%	87.2	88.7	89.1	88.7								
KAMEL RED LF 83 HP	85.3	90%	86.3	87.1	88.1	88.4								
SALEM M 85 SP	98.8	95%	98.6	98.8	98.6	97.8								
WINSTON F 100	97.9	95%	98.0	98.5	98.1	97.4								
WINSTON F 85 BX	98.2	95%	98.0	98.4	98.2	97.6								
WINSTON F 85 SP	98.2	95%	97.8	97.7	97.6	96.8								
WINSTON LT F 100 BX	92.4	95%	93.5	92.6	92.7	92.2								
WINSTON LTS F 100 SP	91.6	95%	92.2	92.6	92.3	92.1								
WINSTON LTS F 85 BX	98.0	95%	97.8	98.4	97.7	96.1								
WINSTON LTS F 85 SP	96.4	95%	96.5	96.6	96.5	94.9								
WINSTON ULT 83 BX	79.7	95%	84.3	84.0	85.9	85.7								
WINSTON ULT LF 100 BX	77.3	95%	80.3	81.7	84.2	84.1								

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FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

5/18/98



Syracuse Division #1622  
Sales Reps  
Product Availability

Thru April, 1998 Syracuse 1622 Independents Brand:	S. Sheft 162201		L. Wallon 162202		E. Economides 162204		P. Beard 162205		B. Steele 162206		J. Coslett 162208		C. Page 162209		L. Huntoon 162210	
	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH
CAMEL F 85 HP	95+	91.6	95+	90.5	95+	97.8	95+	90.3	95+	98.8	95+	96.9	95+	96.2	95+	97.3
CAMEL F 85 SP	95+	96.4	95+	96.4	95+	95.7	95+	93.2	95+	97.6	95+	96.2	95+	91.3	95+	94.5
CAMEL L M83 BX	95+	85.5	95+	90.5	95+	89.2	95+	77.7	95+	91.6	95+	94.6	95+	90.4	95+	85.5
CAMEL LTS F 85 HP	95+	91.6	95+	92.9	95+	95.7	95+	92.2	95+	98.8	95+	96.9	95+	98.1	95+	96.4
CAMEL LTS F 85 SP	90+	95.2	90+	94.0	90+	96.8	90+	93.2	90+	96.4	90+	96.9	90+	88.5	90+	90.9
CAMEL M 83 BX	90+	88.0	90+	89.3	90+	88.2	90+	80.6	90+	92.8	90+	95.4	90+	89.4	90+	88.2
CAMEL WIDES F79 HP	85+	88.0	85+	89.3	85+	88.2	85+	82.5	85+	81.9	85+	92.3	85+	85.6	85+	75.5
CAMEL WIDES LF79HP	85+	88.0	85+	88.1	85+	86.0	85+	82.5	85+	81.9	85+	92.3	85+	82.7	85+	80.0
DORAL F 100	95+	95.2	95+	100.0	95+	91.4	95+	93.2	95+	100.0	95+	92.3	95+	84.6	95+	89.1
DORAL F 100 BX	95+	78.3	95+	78.6	95+	80.6	95+	65.0	95+	88.0	95+	82.3	95+	71.2	95+	81.8
DORAL F 85 SP	95+	95.2	95+	100.0	95+	89.2	95+	93.2	95+	98.8	95+	92.3	95+	87.5	95+	85.5
DORAL L F100 BX	95+	80.7	95+	81.0	95+	75.3	95+	63.1	95+	84.3	95+	80.8	95+	76.0	95+	80.9
DORAL LTS F 100	95+	94.0	95+	100.0	95+	89.2	95+	92.2	95+	98.8	95+	92.3	95+	88.5	95+	84.5
DORAL LTS F 85	95+	95.2	95+	100.0	95+	92.5	95+	94.2	95+	98.8	95+	92.3	95+	85.6	95+	83.6
DORAL LTS M 100	95+	92.8	95+	98.8	95+	88.2	95+	93.2	95+	98.8	95+	92.3	95+	87.5	95+	83.6
DORAL ULT F 100	95+	95.2	95+	98.8	95+	88.2	95+	92.2	95+	98.8	95+	89.2	95+	81.7	95+	88.2
KAMEL RED F 83 HP	95+	85.5	95+	77.4	95+	80.6	95+	75.7	95+	78.3	95+	83.8	95+	82.7	95+	82.7
KAMEL RED L F83 HP	95+	85.5	95+	78.6	95+	77.4	95+	72.8	95+	80.7	95+	83.1	95+	80.8	95+	80.9
SALEM M 85 SP	95+	95.2	95+	98.8	95+	98.9	95+	96.1	95+	100.0	95+	96.9	95+	98.1	95+	97.3
WINSTON F 100	95+	95.2	95+	100.0	95+	97.8	95+	94.2	95+	100.0	95+	97.7	95+	98.1	95+	97.3
WINSTON F 85 BX	95+	88.0	95+	97.6	95+	95.7	95+	89.3	95+	98.8	95+	97.7	95+	98.1	95+	96.4
WINSTON F 85 SP	95+	95.2	95+	100.0	95+	96.8	95+	95.1	95+	97.6	95+	97.7	95+	98.1	95+	97.3
WINSTON LTS F100BX	95+	85.5	95+	85.7	95+	78.5	95+	72.8	95+	97.6	95+	90.8	95+	97.1	95+	95.5
WINSTON LTS F100SP	95+	94.0	95+	100.0	95+	91.4	95+	93.2	95+	89.2	95+	96.2	95+	78.8	95+	83.6
WINSTON LTS F85 BX	95+	91.6	95+	97.6	95+	95.7	95+	84.5	95+	97.6	95+	93.1	95+	93.3	95+	90.0
WINSTON LTS F85 SP	95+	94.0	95+	100.0	95+	96.8	95+	95.1	95+	92.8	95+	97.7	95+	91.3	95+	92.7
WINSTON ULT LF 83 B	90+	88.0	90+	77.4	90+	76.3	90+	69.9	90+	100.0	90+	84.6	90+	98.1	90+	90.0
WINSTON ULT LF 100 B	90+	89.2	90+	75.0	90+	73.1	90+	67.0	90+	89.2	90+	84.6	90+	76.9	90+	85.5

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK-WITH FREQUENCY

9617 85815

5/18/98



## Syracuse Division #1622

## Retail Reps

## Product Availability

Page 1

Thru March, 1998 Syracuse 1622 Chain Calls Brand:	M. Moreck 162220 % ACCTS WITH	J. Devlin 162221 % ACCTS WITH	L. Mulrain 162222 % ACCTS WITH	D. Gucciardi 162223 % ACCTS WITH	A. Saracena 162224 % ACCTS WITH	T. Kuhn 162225 % ACCTS WITH	R. Guilfoyle 162226 % ACCTS WITH	T. Nosworthy 162227 % ACCTS WITH	D. Johnson 162228 % ACCTS WITH	J. McAllister 162229 % ACCTS WITH
CAMEL F 85 HP	98.6	98.0	100.0	94.1	92.3	86.6	98.7	100.0	96.8	95.7
CAMEL F 85 SP	95.9	92.2	96.8	94.1	94.2	89.6	98.7	91.1	96.8	91.3
CAMEL L M83 BX	90.4	84.3	91.9	94.1	94.2	80.6	94.7	87.5	82.5	87.0
CAMEL LTS F 85 HP	95.9	96.1	98.4	97.1	90.4	88.1	98.7	94.6	98.4	93.5
CAMEL LTS F 85 SP	97.3	98.0	96.8	91.2	94.2	89.6	98.7	89.3	96.8	84.8
CAMEL M 83 BX	89.0	94.1	93.5	94.1	96.2	80.6	93.4	89.3	84.1	89.1
CAMEL WIDES F79 HP	78.1	76.5	83.9	88.2	94.2	77.6	93.4	87.5	76.2	84.8
CAMEL WIDES LF79HP	75.3	84.3	88.7	91.2	94.2	74.6	93.4	85.7	76.2	87.0
DORAL F 100	86.3	98.0	91.9	97.1	98.1	89.6	97.4	78.6	98.4	82.6
DORAL F 100 BX	68.5	84.3	83.9	73.5	96.2	62.7	80.3	60.7	81.0	78.3
DORAL F 85 SP	86.3	96.1	88.7	94.1	98.1	89.6	97.4	76.8	96.8	84.8
DORAL L F100 BX	65.8	78.4	80.6	76.5	90.4	64.2	69.7	64.3	77.8	71.7
DORAL LTS F 100	90.4	98.0	88.7	94.1	96.2	91.0	97.4	83.9	98.4	87.0
DORAL LTS F 85	83.6	96.1	85.5	97.1	96.2	91.0	97.4	83.9	95.2	84.8
DORAL LTS M 100	95.9	96.1	95.2	97.1	98.1	91.0	97.4	87.5	98.4	97.8
DORAL ULT F 100	75.3	92.2	90.3	97.1	90.4	91.0	97.4	85.7	57.1	89.1
KAMEL RED F 83 HP	65.8	78.4	80.6	70.6	92.3	62.7	88.2	71.4	57.1	76.1
KAMEL RED L F83 HP	71.2	66.7	80.6	64.7	90.4	61.2	85.5	67.9	98.4	73.9
SALEM M 85 SP	95.9	100.0	98.4	94.1	98.1	91.0	97.4	100.0	88.9	97.8
WINSTON F 100	95.9	100.0	98.4	94.1	96.2	91.0	98.7	94.6	63.5	95.7
WINSTON F 85 BX	95.9	98.0	93.5	94.1	94.2	89.6	98.7	92.9	68.3	97.8
WINSTON F 85 SP	94.5	98.0	96.8	97.1	94.2	91.0	98.7	96.4	100.0	95.7
WINSTON LTS F100BX	75.3	78.4	95.2	82.4	94.2	64.2	63.2	78.6	100.0	89.1
WINSTON LTS F100SP	95.9	94.1	96.8	94.1	98.1	91.0	98.7	91.1	100.0	89.1
WINSTON LTS F85 BX	93.2	98.0	98.4	88.2	96.2	89.6	98.7	83.9	100.0	91.3
WINSTON LTS F85 SP	95.9	100.0	98.4	97.1	96.2	91.0	98.7	94.6	100.0	91.3
WINSTON ULT LF 83 B	64.4	90.2	87.1	79.4	92.3	62.7	63.2	67.9	100.0	73.9
WINSTON ULT LF 100 B	67.1	94.1	88.7	82.4	92.3	61.2	63.2	64.3	100.0	71.7

FOR ACCOUNTS WITH 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

L61L E5819

## 1998 Product Availability Region Objectives:

- All Priority / Core Brands	95+%
- Doral Box Styles	95%
- Winston Ultra Box Styles	90%
- Camel Menthol Styles	90%
- Camel Wides	85%

5/18/98



Syracuse Division #1622  
Retail Reps  
Product Availability

Page 2

Thru March, 1998 Syracuse 1622 Chain Calls Brand:	M. Parzych 162230	D. Plourde		N. Moore-Natalini 162233	C. Acquilla 162234	P. Comesky 162235	A. Jacobs 162236	C. Schwartz 162237	A. Anderson 162238	D. Beal 162239
	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	63.5	80.9	81.3	82.1	65.1	66.7	82.8	69.0	70.7	80.7
CAMEL LTS F 85 SP	88.9	88.2	85.3	92.5	83.1	90.7	90.6	81.0	77.3	91.2
CAMEL LTS F 85 HP	68.3	80.9	84.0	83.6	66.3	70.7	82.8	70.7	72.0	82.5
CAMEL F 85 SP	84.1	91.2	89.3	94.0	84.3	88.0	90.6	75.9	70.7	94.7
CAMEL L M 83 BX	100.0	98.5	93.3	95.5	90.4	100.0	96.9	96.6	90.7	91.2
CAMEL M 83 BX	98.4	98.5	96.0	100.0	91.6	98.7	98.4	98.3	97.3	91.2
*CAM WIDE F 79 HP	100.0	98.5	96.0	98.5	94.0	97.3	100.0	98.3	97.3	91.2
*CAM WIDE LF 79 HP	100.0	98.5	96.0	100.0	94.0	98.7	98.4	96.6	93.3	91.2
*RED KAMEL FF	100.0	100.0	96.0	100.0	90.4	98.7	100.0	98.3	97.3	91.2
*RED KAMEL LTS	100.0	98.5	96.0	100.0	94.0	100.0	96.9	98.3	97.3	91.2
DORAL LTS M 100	82.5	91.2	90.7	98.5	85.5	85.3	93.7	77.6	72.0	93.0
DORAL ULT F 100	96.8	100.0	98.7	100.0	96.4	98.7	100.0	100.0	96.0	96.5
DORAL LTS F 100	96.8	100.0	98.7	100.0	94.0	100.0	98.4	100.0	93.3	96.5
DORAL LTS F 85	57.1	77.9	77.3	88.1	72.3	78.7	79.7	62.1	62.7	93.0
DORAL F 100	57.1	75.0	78.7	88.1	71.1	73.3	76.6	62.1	61.3	93.0
DORAL F85 SP	77.8	80.9	85.3	89.6	78.3	90.7	84.4	77.6	72.0	91.2
*DORAL FF 100 BX	81.0	82.4	88.0	89.6	81.9	90.7	87.5	79.3	73.3	93.0
*DORAL LTS 100 BX	76.2	83.8	90.7	92.5	74.7	78.7	81.2	74.1	68.0	93.0
SALEM M 85 SP	76.2	82.4	90.7	94.0	74.7	78.7	81.2	74.1	69.3	94.7
WINSTON LTS F 100 SP	98.4	100.0	100.0	100.0	92.8	97.3	93.7	100.0	88.0	96.5
WINSTON F 85 SP	98.4	98.5	100.0	98.5	92.8	100.0	96.9	100.0	93.3	98.2
WINSTON F 85 BX	96.8	98.5	100.0	100.0	95.2	97.3	98.4	100.0	96.0	96.5
WINSTON LTS F 85 SP	95.2	100.0	100.0	97.0	89.2	94.7	96.9	98.3	93.3	98.2
WINSTON LTS F 85 BX	98.4	98.5	100.0	98.5	89.2	98.7	98.4	100.0	97.3	98.2
WINSTON F 100	96.8	100.0	100.0	98.5	88.0	98.7	100.0	100.0	94.7	98.2
WINSTON LT F 100 BX	100.0	95.6	100.0	98.5	88.0	96.0	98.4	98.3	96.0	98.2
WINSTON ULTRA BX	98.4	100.0	100.0	98.5	89.2	98.7	100.0	100.0	93.3	98.2
WINSTON ULTRA 100 BX	100.0	100.0	100.0	100.0	95.2	100.0	100.0	100.0	97.3	96.5

FOR ACCOUNTS WITH 75 PLUS CARTONS PER WEEK - WITH FREQUENCY  
8611 89815

**1998 Product Availability Region Objectives:**

- All Priority / Core Brands	95+%
- Doral Box Styles	95%
- Winston Ultra Box Styles	90%
- Camel Menthol Styles	90%
- Camel Wides	85%

5/18/98



Albany Division #1623  
Sales Reps  
Product Availability

Thru April, 1998 Albany 1623	S. Close 162301		G. Bin 162302		M. Tisinger 162303		M. Howard 162304		S. Haskin 162305		J. Salerno 162306		J. Orlando 162307		J. Whiting 162308		R. Cote 162309	
Independents Brand:	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH
CAMEL F 85 IIP	95.0	97.1	95.0	90.2	95.0	95.2	95.0	98.6	95.0	93.9	95.0	88.0	95.0	93.4	95.0	97.8	95.0	78.7
CAMEL F 85 SP	95.0	88.4	95.0	90.2	95.0	97.6	95.0	98.6	95.0	92.9	95.0	84.8	95.0	83.5	95.0	94.4	95.0	85.4
CAMEL L M83 BX	95.0	85.5	95.0	82.0	95.0	94.0	95.0	90.0	95.0	89.9	95.0	76.1	95.0	78.0	95.0	86.7	95.0	74.2
CAMEL LTS F 85 HP	95.0	95.7	95.0	90.2	95.0	94.0	95.0	98.6	95.0	93.9	95.0	85.9	95.0	92.3	95.0	98.9	95.0	80.9
CAMEL LTS F 85 SP	95.0	87.0	95.0	88.5	95.0	96.4	95.0	98.6	95.0	92.9	95.0	83.7	95.0	84.6	95.0	94.4	95.0	97.8
CAMEL M 83 BX	95.0	88.4	95.0	82.0	95.0	92.8	95.0	88.6	95.0	91.9	95.0	76.1	95.0	79.1	95.0	84.4	95.0	75.3
CAMEL WIDES F79 IIP	95.0	85.5	95.0	85.2	95.0	81.9	95.0	91.4	95.0	89.9	95.0	79.3	95.0	76.9	95.0	88.9	95.0	94.4
CAMEL WIDES LF79HP	95.0	76.8	95.0	72.1	95.0	77.1	95.0	77.1	95.0	80.8	95.0	60.9	95.0	71.4	95.0	70.0	95.0	96.6
DORAL F 100	95.0	85.5	95.0	90.2	95.0	98.8	95.0	95.7	95.0	88.9	95.0	82.6	95.0	80.2	95.0	75.6	95.0	77.5
DORAL F 100 BX	95.0	73.9	95.0	78.7	95.0	81.9	95.0	81.4	95.0	77.8	95.0	57.6	95.0	73.6	95.0	67.8	95.0	91.0
DORAL F 85 SP	95.0	76.8	95.0	86.9	95.0	97.6	95.0	97.1	95.0	86.9	95.0	82.6	95.0	80.2	95.0	70.0	95.0	95.5
DORAL L F100 BX	95.0	73.9	95.0	78.7	95.0	77.1	95.0	81.4	95.0	77.8	95.0	60.9	95.0	73.6	95.0	67.8	95.0	91.0
DORAL LTS F 100	85.0	81.2	85.0	85.2	85.0	96.4	85.0	97.1	85.0	87.9	85.0	84.8	85.0	80.2	85.0	77.8	85.0	89.9
DORAL LTS F 85	90.0	81.2	90.0	85.2	90.0	98.8	90.0	97.1	90.0	86.9	90.0	83.7	90.0	79.1	90.0	68.9	90.0	95.5
DORAL LTS M 100	85.0	81.2	85.0	82.0	85.0	96.4	85.0	95.7	85.0	88.9	85.0	78.3	85.0	81.3	85.0	76.7	85.0	88.8
DORAL ULT F 100	95.0	79.7	95.0	85.2	95.0	97.6	95.0	94.3	95.0	89.9	95.0	73.9	95.0	76.9	95.0	77.8	95.0	98.9
KAMEL RED F 83 HP	90.0	88.4	90.0	85.2	90.0	85.5	90.0	91.4	90.0	89.9	90.0	79.3	90.0	75.8	90.0	90.0	90.0	96.6
KAMEL RED L F83 HP	90.0	88.4	90.0	85.2	90.0	85.5	90.0	91.4	90.0	89.9	90.0	79.3	90.0	75.8	90.0	90.0	90.0	96.6
SALEM M 85 SP	95.0	97.1	95.0	90.2	95.0	94.0	95.0	100.0	95.0	94.9	95.0	89.1	95.0	96.7	95.0	97.8	95.0	96.6
WINSTON F 100	95.0	95.7	95.0	90.2	95.0	94.0	95.0	100.0	95.0	94.9	95.0	88.0	95.0	96.7	95.0	95.6	95.0	96.6
WINSTON F 85 BX	95.0	97.1	95.0	90.2	95.0	94.0	95.0	100.0	95.0	94.9	95.0	84.8	95.0	96.7	95.0	93.3	95.0	94.4
WINSTON F 85 SP	95.0	95.7	95.0	86.9	95.0	92.8	95.0	100.0	95.0	93.9	95.0	87.0	95.0	96.7	95.0	96.7	95.0	98.9
WINSTON LTS F100BX	95.0	89.9	95.0	77.0	95.0	89.2	95.0	88.6	95.0	93.9	95.0	83.7	95.0	85.7	95.0	88.9	95.0	75.3
WINSTON LTS F100SP	95.0	92.8	95.0	90.2	95.0	94.0	95.0	100.0	95.0	94.9	95.0	81.5	95.0	95.6	95.0	96.7	95.0	79.8
WINSTON LTS F85 BX	95.0	95.7	95.0	86.9	95.0	90.4	95.0	97.1	95.0	92.9	95.0	83.7	95.0	93.4	95.0	94.4	95.0	78.7
WINSTON LTS F85 SP	95.0	88.4	95.0	88.5	95.0	94.0	95.0	100.0	95.0	94.9	95.0	87.0	95.0	95.6	95.0	96.7	95.0	79.8
WINSTON ULT LF 83 B	90.0	84.1	90.0	83.6	90.0	83.1	90.0	90.0	90.0	86.9	90.0	76.1	90.0	84.6	90.0	87.8	90.0	83.1
WINSTON ULT LF 100 B	95.0	85.5	95.0	78.7	95.0	78.3	95.0	84.3	95.0	89.9	95.0	77.2	95.0	79.1	95.0	86.7	95.0	76.4

6617 59815

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK—WITH FREQUENCY

5/18/98



# Albany Division #1623

## Retail Reps

### Product Availability

Thru April, 1998 Albany Division	N. Lopez 162320	D. Severino 162321	E. Barber 162322	J. Bodette 162323	B. Ostrowski 162324	M. Maroney 162325	T. Riley 162326	S. Dinino 162327	T. Drino 162328	F. DiLaura 162329	J. Tepfer 162330
Chain Calls Brand:	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	97.0	96.9	100.0	97.9	96.1	97.3	100.0	98.4	100.0	98.0	96.9
CAMEL F 85 SP	93.9	96.9	100.0	97.9	97.4	97.3	100.0	98.4	92.7	90.0	96.9
CAMEL L M83 BX	90.9	88.8	96.0	95.8	96.1	79.5	93.1	85.2	95.1	78.0	81.2
CAMEL LTS F 85 HP	95.5	98.0	100.0	97.9	97.4	95.9	100.0	96.7	95.1	96.0	96.9
CAMEL LTS F 85 SP	98.5	99.0	100.0	97.9	98.7	95.9	100.0	96.7	95.1	84.0	96.9
CAMEL M 83 BX	95.5	87.8	94.7	93.7	94.7	80.8	91.7	85.2	87.8	74.0	81.2
CAMEL WIDES F79 HP	92.4	85.7	85.3	87.5	86.8	80.8	91.7	78.7	80.5	70.0	87.5
CAMEL WIDES LF79HP	93.9	85.7	84.0	87.5	85.5	79.5	91.7	77.0	82.9	72.0	84.4
DORAL F 100	92.4	98.0	94.7	95.8	97.4	97.3	95.8	91.8	78.0	82.0	84.4
DORAL F 100 BX	68.2	84.7	80.0	89.6	88.2	71.2	83.3	77.0	65.9	60.0	56.2
DORAL F 85 SP	84.8	81.6	73.3	95.8	98.7	95.9	95.8	96.7	75.6	72.0	75.0
DORAL L F100 BX	66.7	85.7	77.3	89.6	86.8	65.8	86.1	72.1	70.7	50.0	56.2
DORAL LTS F 100	86.4	95.9	96.0	95.8	100.0	93.2	94.4	93.4	78.0	82.0	84.4
DORAL LTS F 85	86.4	98.0	96.0	97.9	100.0	94.5	94.4	93.4	80.5	80.0	75.0
DORAL LTS M 100	86.4	94.9	97.3	93.7	94.7	91.8	94.4	91.8	70.7	78.0	75.0
DORAL ULT F 100	83.3	94.9	96.0	93.7	96.1	95.9	94.4	86.9	75.6	70.0	71.9
KAMEL RED F 83 HP	90.9	89.8	84.0	87.5	84.2	75.3	88.9	75.4	82.9	82.0	68.7
KAMEL RED L F83 HP	92.4	89.8	81.3	87.5	89.5	72.6	88.9	78.7	80.5	74.0	68.7
SALEM M 85 SP	95.5	99.0	97.3	97.9	100.0	97.3	100.0	100.0	100.0	100.0	100.0
WINSTON F 100	92.4	99.0	98.7	97.9	98.7	93.2	98.6	100.0	97.6	98.0	96.9
WINSTON F 85 BX	92.4	98.0	98.7	97.9	98.7	91.8	98.6	98.4	92.7	100.0	100.0
WINSTON F 85 SP	90.9	99.0	97.3	97.9	98.7	91.8	98.6	98.4	95.1	94.0	100.0
WINSTON LTS F100BX	78.8	89.8	85.3	87.5	89.5	76.7	91.7	80.3	90.2	82.0	87.5
WINSTON LTS F100SP	93.9	96.9	97.3	97.9	98.7	89.0	98.6	96.7	90.2	80.0	96.9
WINSTON LTS F85 BX	90.9	98.0	94.7	97.9	96.1	91.8	93.1	96.7	92.7	94.0	100.0
WINSTON LTS F85 SP	93.9	99.0	98.7	97.9	97.4	91.8	97.2	96.7	97.6	98.0	100.0
WINSTON ULT LF 83 B	83.3	52.0	78.7	87.5	55.3	74.0	80.6	78.7	92.7	72.0	87.5
WINSTON ULT LF 100 B	78.8	54.1	82.7	89.6	53.9	67.1	80.6	82.0	92.7	72.0	81.2

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

0077 85815

#### 1998 Product Availability Region Objectives:

- All Priority / Core Brands	95+%
- Doral Box Styles	95%
- Winston Ultra Box Styles	90%
- Camel Menthol Styles	90%
- Camel Wides	85%

5/18/98



Nashua Division #1638  
Sales Reps  
Product Availability

Thru April, 1998 Nashua Division Independents	M. Sheltra 163801		J. Chicarelli 163802		B. Davis 163803		D. Patterson 163804		D. Doak 163805		163806		R. Pianowski 163807	
	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH	1998 Obj.	% ACCTS WITH
CAMEL F 85 HP														
CAMEL LTS F 85 SP	98.0	100.0	98.0	100.0	98.0	97.3	98.0	100.0	98.0	98.5	98.0	98.9	98.0	96.4
CAMEL LTS F 85 HP	98.0	96.9	98.0	98.3	98.0	97.3	98.0	96.8	98.0	92.5	98.0	88.2	98.0	95.2
CAMEL F 85 SP	98.0	95.4	98.0	93.2	98.0	92.0	98.0	96.8	98.0	89.6	98.0	90.3	98.0	80.7
CAMEL L M 83 BX	98.0	100.0	98.0	98.3	98.0	97.3	98.0	100.0	98.0	97.0	98.0	97.8	98.0	95.2
CAMEL M 83 BX	95.0	93.8	95.0	96.6	95.0	97.3	95.0	95.2	95.0	94.0	95.0	88.2	95.0	96.4
*CAM WIDE F 79 HP	95.0	93.8	95.0	91.5	95.0	89.3	95.0	93.5	95.0	89.6	95.0	88.2	95.0	80.7
*CAM WIDE LF 79 HP	95.0	92.3	95.0	94.9	95.0	94.7	95.0	98.4	95.0	94.0	95.0	90.3	95.0	86.7
*RED KAMEL FF	95.0	96.9	95.0	94.9	95.0	94.7	95.0	96.8	95.0	91.0	95.0	87.1	95.0	81.9
*RED KAMEL LTS	95.0	78.5	95.0	81.4	95.0	88.0	95.0	91.9	95.0	89.6	95.0	75.3	95.0	65.1
DORAL LTS M 100	95.0	86.2	95.0	78.0	95.0	88.0	95.0	88.7	95.0	83.6	95.0	77.4	95.0	63.9
DORAL ULT F 100	95.0	78.5	95.0	83.1	95.0	86.7	95.0	90.3	95.0	88.1	95.0	57.0	95.0	65.1
DORAL LTS F 100	95.0	87.7	95.0	84.7	95.0	88.0	95.0	87.1	95.0	82.1	95.0	75.3	95.0	65.1
DORAL LTS F 85	95.0	80.0	95.0	86.4	95.0	86.7	95.0	91.9	95.0	91.0	95.0	76.3	95.0	67.5
DORAL F 100	95.0	83.1	95.0	89.8	95.0	86.7	95.0	85.5	95.0	83.6	95.0	66.7	95.0	65.1
DORAL F85 SP	95.0	81.5	95.0	86.4	95.0	85.3	95.0	90.3	95.0	86.6	95.0	79.6	95.0	68.7
*DORAL FF 100 BX	95.0	83.1	95.0	88.1	95.0	90.7	95.0	91.9	95.0	85.1	95.0	79.6	95.0	66.3
*DORAL LTS 100 BX	95.0	100.0	95.0	91.5	95.0	92.0	95.0	91.9	95.0	94.0	95.0	91.4	95.0	79.5
SALEM M 85 SP	95.0	98.5	95.0	91.5	95.0	92.0	95.0	91.9	95.0	92.5	95.0	91.4	95.0	78.3
WINSTON LTS F 100 SP	98.0	98.5	98.0	100.0	98.0	100.0	98.0	100.0	98.0	98.5	98.0	98.9	98.0	95.2
WINSTON F 85 SP	95.0	95.4	95.0	93.2	95.0	98.7	95.0	100.0	95.0	98.5	95.0	98.9	95.0	95.2
WINSTON F 85 BX	98.0	98.5	98.0	100.0	98.0	98.7	98.0	98.4	98.0	98.5	98.0	98.9	98.0	94.0
WINSTON LTS F 85 SP	98.0	96.9	98.0	98.3	98.0	97.3	98.0	100.0	98.0	98.5	98.0	97.8	98.0	94.0
WINSTON LTS F 85 BX	95.0	98.5	95.0	93.2	95.0	93.3	95.0	93.5	95.0	95.5	95.0	94.6	95.0	88.0
WINSTON F 100	95.0	92.3	95.0	94.9	95.0	97.3	95.0	95.2	95.0	92.5	95.0	78.5	95.0	90.4
WINSTON LT F 100 BX	98.0	98.5	98.0	100.0	98.0	94.7	98.0	100.0	98.0	98.5	98.0	97.8	98.0	94.0
WINSTON ULTRA BX	95.0	90.8	95.0	98.3	95.0	96.0	95.0	100.0	95.0	94.0	95.0	89.2	95.0	94.0
WINSTON ULTRA 100 BX	95.0	92.3	95.0	91.5	95.0	94.7	95.0	96.8	95.0	95.5	95.0	87.1	95.0	84.3
WINSTON ULT LF 100 B	95.0	89.2	95.0	86.4	95.0	90.7	95.0	95.2	95.0	95.5	95.0	82.8	95.0	75.9

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK-WITH FREQUENCY

1072 85815

5/18/98



**Nashua Division #1636**  
**Retail Reps**  
**Product Availability**

Thru April, 1998 Nashua Division Chain Calls Brand:	J. Dowst 163820 % ACCTS WITH	T. Weightman 163821 % ACCTS WITH	V. Koutrakos 163822 % ACCTS WITH	P. Nolin 163823 % ACCTS WITH	B. Cailler 163824 % ACCTS WITH	M. Keefe 163825 % ACCTS WITH	C. Sanborn 163826 % ACCTS WITH	K. Dube 163827 % ACCTS WITH	N. Brogan 163828 % ACCTS WITH	T. Robinson 163829 % ACCTS WITH
CAMEL F 85 HP	100.0	96.4	97.1	100.0	97.0	100.0	97.1	97.1	100.0	94.3
CAMEL F 85 SP	96.0	85.7	94.3	96.9	93.9	100.0	97.1	94.3	97.9	90.6
CAMEL L M83 BX	76.0	75.0	82.9	75.0	87.9	88.9	94.3	85.7	97.9	83.0
CAMEL LTS F 85 HP	100.0	89.3	94.3	96.9	97.0	100.0	97.1	94.3	100.0	96.2
CAMEL LTS F 85 SP	100.0	82.1	94.3	100.0	93.9	100.0	97.1	94.3	97.9	88.7
CAMEL M 83 BX	84.0	78.6	91.4	75.0	87.9	97.2	94.3	80.0	97.9	88.7
CAMEL WIDES F79 HP	80.0	92.9	88.6	90.6	93.9	91.7	97.1	88.6	91.5	86.8
CAMEL WIDES LF79HP	88.0	92.9	88.6	87.5	90.9	100.0	94.3	82.9	89.4	90.6
DORAL F 100	92.0	89.3	82.9	75.0	90.9	97.2	100.0	94.3	91.5	66.0
DORAL F 100 BX	84.0	78.6	68.6	50.0	78.8	94.4	91.4	62.9	87.2	43.4
DORAL F 85 SP	92.0	85.7	82.9	59.4	78.8	100.0	100.0	94.3	87.2	52.8
DORAL L F100 BX	84.0	75.0	77.1	43.7	81.8	91.7	94.3	62.9	87.2	52.8
DORAL LTS F 100	100.0	82.1	74.3	65.6	93.9	97.2	100.0	94.3	83.0	75.5
DORAL LTS F 85	92.0	85.7	80.0	71.9	81.8	94.4	100.0	94.3	89.4	66.0
DORAL LTS M 100	88.0	89.3	91.4	68.7	97.0	94.4	100.0	94.3	89.4	75.5
DORAL ULT F 100	88.0	85.7	97.1	65.6	93.9	88.9	97.1	97.1	95.7	69.8
KAMEL RED F 83 HP	88.0	78.6	94.3	71.9	84.8	94.4	91.4	74.3	93.6	84.9
KAMEL RED L F83 HP	88.0	89.3	94.3	75.0	84.8	94.4	91.4	77.1	91.5	83.0
SALEM M 85 SP	100.0	96.4	100.0	100.0	97.0	100.0	100.0	97.1	97.9	96.2
WINSTON F 100	96.0	96.4	97.1	100.0	97.0	100.0	100.0	97.1	100.0	94.3
WINSTON F 85 BX	100.0	92.9	97.1	100.0	97.0	94.4	100.0	91.4	100.0	94.3
WINSTON F 85 SP	100.0	96.4	94.3	100.0	93.9	100.0	100.0	94.3	100.0	94.3
WINSTON LTS F100BX	92.0	89.3	85.7	93.7	93.9	88.9	100.0	88.6	89.4	79.2
WINSTON LTS F100SP	100.0	96.4	91.4	100.0	97.0	100.0	100.0	97.1	93.6	83.0
WINSTON LTS F85 BX	92.0	96.4	91.4	100.0	97.0	100.0	100.0	94.3	95.7	90.6
WINSTON LTS F85 SP	100.0	96.4	97.1	100.0	97.0	100.0	100.0	94.3	100.0	92.5
WINSTON ULT LF 83 B	80.0	82.1	94.3	53.1	72.7	88.9	100.0	62.9	83.0	77.4
WINSTON ULT LF 100 B	80.0	82.1	88.6	71.9	75.8	86.1	97.1	65.7	83.0	66.0

FOR ACCOUNTS 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

2021 88815

**1998 Product Availability Region Objectives:**

- All Priority / Core Brands	95+%
- Doral Box Styles	95%
- Winston Ultra Box Styles	90%
- Camel Menthol Styles	90%
- Camel Wides	85%

5/18/98



## SKU MANAGEMENT IN THE “NEW WORLD”

- PM will attempt to sell “SKU Elimination” to retailers as store re-merchandising decision are being made.
- RJR must confront this issue now to prevent PM from achieving this objective.



# What's at Stake?

	Positives	Negatives
<b>PM Perspective</b>	<ol style="list-style-type: none"> <li>1. Plays to PM advantage of a few big brands representing majority of their share.</li> <li>2. Kills competitors new brand initiatives and growing brands that have opportunity.</li> </ol>	
<b>RJR Perspective</b>		<ol style="list-style-type: none"> <li>1. Plays to RJR disadvantage due to many brands contributing to total share.</li> <li>2. Kills our new brand initiatives and opportunity brands.</li> </ol>
<b>Retailer's Perspective</b>	<ol style="list-style-type: none"> <li>1. Reduces inventory cost.</li> <li>2. Increases turns and ROI.</li> <li>3. Reduces space requirements for the category.</li> </ol>	<ol style="list-style-type: none"> <li>1. Potential lost sales, profits and traffic.</li> </ol>

51853 7204



# RJR Selling Tactics

1. **Take leadership role as Category Advisor relative to customers SKU management.**
- **Utilize discovery process to fully understand the customers SKU management objectives and issues now and going forward.**
  - **Use SKU management selling tools to educate and sell customers on RJR philosophy. Caps Presentation and Mercury SKU management tools.**



# RJR Selling Tactics

2. **Enlighten customers to the importance of continuing to satisfy their customers via the stocking of their preferred brand.**
- **A failure to satisfy their customers causes lost sales, profit and “traffic”.**
  - **A 1997 RJR study of smoker behavior found that if a smoker’s regular brand was not available, 67% of the customers went to another store.**

51853 7206



## RJR Selling Tactics

- A 1996 PM tracking study of smoker behavior found that if a smoker's regular brand was not available, the outcome was as follows:

- Go to another store	43%
- Buy a different packing style	32%
- Buy a different brand	20%
- Wait	5%



Presence

51853 7208



# 1998 Presence



# Package Outlet Presence

## 1997 Objective:

- 1) Maintain year end 1996 CIV Pack Outlet Universe.
- 2) Gain additional Full Price Footprints (68% of Pack contracts with 2 FPD's).
- 3) Maintain/Decrease present CIV where we are locked out.

## Results :

	<u>1996 Base</u>	<u>1997 Results</u>
1) Pack Outlet CIV Contracted Universe	56.26%	58.43%
2) % of Contracted Package Outlets with 2 FP Displays	48%	70% (+22%)
3) % CIV Lockout Package Outlets Chain & Independent	13%	11%
% CIV Lockout Package Outlets Independents	10%	9%

0122 ES815



# Package Outlet Presence

(continued)

## Targeted Chains with PM Exclusive/RJR Lockout

	<u># Stores</u>	<u>Avg. Vol.</u>	<u>Results</u>
Wilson Farms	104	156	Sold - (co-exist with PM)
Orloski's	40	268	Sold - (co-exist with PM)
Byrne Dairy	53	130	Sold via test - 12 stores
Yellow Goose	38	104	Test ceiling mount APD

51853 7211



# Traditional Carton Outlet Presence

## 1997 Objective:

- 1) Contracted CIV penetration to decrease 10%.
- 2) Through discovery, identify and maintain critical presence and merchandising with Key Players.
- 3) Selectively utilize fixture agreement/RA plans where beneficial.  
(Reduce contractual liability in non-player accounts)

## Results :

	<u>1996 Base</u>	<u>1997 Results</u>
1) Carton Outlet CIV Contracted Universe	68.55%	* 55.11%
		Reduced 13.44%

51853 7212



# Traditional Carton Outlet Presence (continued)

## 2) Key Players

	<u># Stores</u>	<u>Results</u>
• Wegman's	52	° RJR Pk/Ctn Platforms - PM out (Reduced RDA by \$100,000.00)
• AHold		
- TOPS	68	° RJR Pk/Ctn Platform - Industry
- VIX	11	° RJR Pk/Ctn Platform - Industry
- Finest	42	° RJR Pk/Ctn Platform - Industry
• Penn Traffic	275	° (Reduced RDA by \$276,000.00)
- P&C Food Markets	64	RJR maintains Presence /
- Insalaco Markets	29	Platforms and currently
- Quality Markets	42	developing Plans for '98
- Big Bear	82	
- BI LO	68	

5127 85819



# Traditional Carton Outlet Presence (continued)

## 3) Targeted Chains for RA / Fixture Agreements

	<u># Stores</u>	<u>Results</u>
• Price Chopper	91	° RA & Vertical Load Ctn & PM Pk fixtures
• Fay Drugs	252	° (Now Eckerd's) from \$110.00 ctn to RA \$25.00 in 170 stores
• Market Basket	19	° Fixture agreement only

	<u>'96 Base</u>	<u>'97</u>	<u>Results</u>
Region Contract Liability	\$1,736,000	\$866,100	[\$869,900]

51853 7214



# Cigarette / Tobacco Store Presence

## 1997 Objective:

- 1) Maintain year end 1996 CTS Presence.
- 2) Educate / Assist RJR Partners on CTS growth.
- 3) Move towards enhanced Level 2 (Price tier zoning).

## Results :

	<u>1996 Base</u>	<u>1997 Results</u>
1) CTS Outlet CIV Contracted Universe	96.28%	96.83%
- Number of CTS Outlets	209	286

(77 New CTS Outlets opened during 1997 YTD)

51853 7215



# Cigarette / Tobacco Store Presence (continued)

## 2) Educate / Assist RJR Partner Accounts on CTS growth.

### Results

- |                     |   |
|---------------------|---|
| • United Refining   | - 6 stores - Industry Approach                |
| • Nice N' Easy      | - 4 stores - Industry Approach                |
| • Smokers Paradise  | - 5 stores - Industry Approach                |
| • F.L. Roberts      | - 1 store - Industry Approach                 |
| • Express Marts     | - 2 pending - 1st Qtr. 98 - Industry Approach |
| • K & K Food Marts  | - 1 store - Industry Approach                 |
| • Tripi Foods (D.A) | - 1 store - Industry Approach                 |
| • Dandy Mini Marts  | - 5 stores - Industry Approach                |

## 3) Enhanced Level 2 or 3 CIV Contracted:

<u>'97</u>	<u>Obj. '98</u>
17%	40%

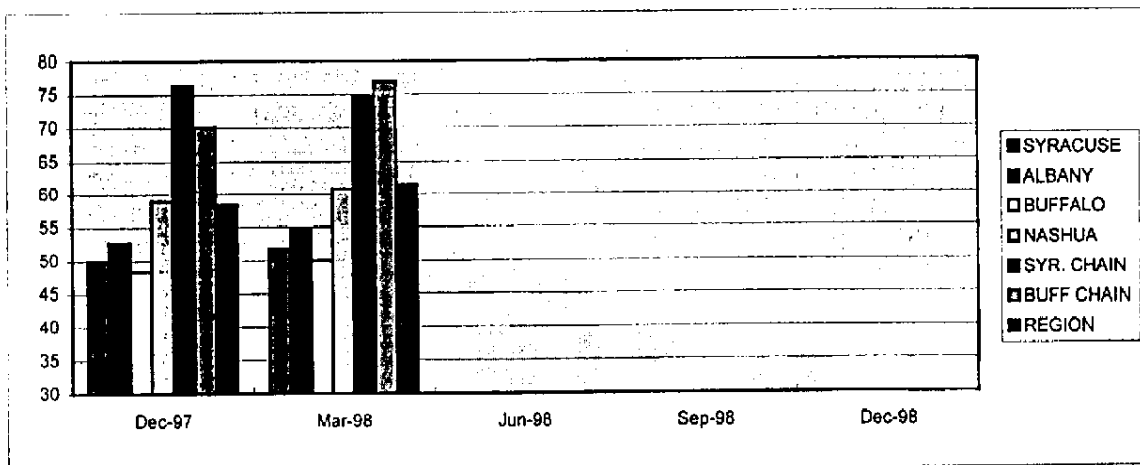
51853 7216



**BUFFALO REGION  
PACK OUTLET CIV  
PAYPOINT ANALYSIS**

**PACK OUTLET CONTRACTED CIV TREND**

	Dec-97	Mar-98	Jun-98	Sep-98	Dec-98
SYRACUSE	49.98	51.7			
ALBANY	52.69	54.62			
BUFFALO	48.36	50.03			
NASHUA	58.98	60.78			
SYR. CHAIN	76.32	74.84			
BUFF CHAIN	70.1	76.91			
REGION	58.43	61.5			



**1998 REGION AND DIVISION OBJECTIVES:**

- 1) MAINTAIN YEAR END 1997 CONTRACTED CIV PACK UNIVERSE (58%).
- 2) GAIN ADDITIONAL PERMANENT PACK PRESENCE WHERE BENEFICIAL.
- 3) MAINTAIN/DECREASE PRESENT CIV WHERE RJR IS LOCKED OUT.

Division civ for independent accounts only.

51853 7217



INDEPENDENT PACK CALLS ( SEGMENTS CN,OH,TB,LQ,GS,GK,DG) WITHOUT A RJR CONTRACT. 100 PLUS CPW AIM OR SIS. NON PMX OR LOCKOUT.										
SR TERR	RR TERR	SR CLASS	RR CLASS	ACCT	FULL NAME	CITY	ST	SEG	SIS IND	AIM IND
162301		0 A12		0 021844	MINEVILLE REXALL	MINEVILLE	NY	DG	154	162
162301		0 A12		0 113609	GAUDETTE'S MARKET	FAIRFAX	VT	CN	137	110
162301		0 A04		0 113594	BLACK CREEK DELI/MKT	SAINT ALBANS	VT	SF	118	80
162301		0 A00		0 114100	EDEN GENERAL STORE	EDEN	VT	SF	80	158
162302		0 C12		0 177024	SOKOLS QUEENSBURY MK	GLENS FALLS	NY	SF	150	126
162302		0 A12		0 176627	EDDIES GROCERY	HUDSON FALLS	NY	CN	145	111
162302		0 A12		0 176627	EDDIES GROCERY	HUDSON FALLS	NY	CN	145	111
162302		0 A12		0 564276	ASAD PETROLEUM GETTY	QUEENSBURY	NY	GS	80	134
162302		0 A04		0 177895	HAPS MARKET	CROWN POINT	NY	CN	85	114
162302		0 A00		0 760294	WINCHESTERS STORE	POWNAAL	VT	CN	50	118
162303	162322	A12	A00	130059	MADISON MOBIL	ALBANY	NY	GS	266	383
162303	162234	A04	A12	589558	BUHRMASTER INC.	JOHNSTOWN	NY	CN	113	28
162303		0 A12		0 712962	QUAIL ST MARKET	ALBANY	NY	SF	110	38
162303	162322	A12	N99	786119	MAIN ST MINI MART	AMSTERDAM	NY	CN	100	25
162303	162324	A00	A00	642201	CVS 299	GUILDERLAND	NY	DG	100	0
162303		0 A04		0 475194	BROADALBIN VIL FD&BV	BROADALBIN	NY	CN	95	113
162303		0 A01		0 568580	WESTMERE BEV CENTER	ALBANY	NY	LQ	47	153
162303		0 A01		0 176045	BARNES & NOBLE BOOKS	ALBANY	NY	OH	13	184
162304	162321	A12	A12	176514	FIVE POINT GROCERY	SARATOGA SPRING	NY	CN	110	85
162304		0 A01		0 594219	TEL OIL CO., INC.	SCHENECTADY	NY	GS	20	110
162305		0 A12		0 677846	L&P COLONIAL MARK IN	TANNERSVILLE	NY	CN	117	94
162305		0 A00		0 698511	PALENVILLE MARKET	PALENVILLE	NY	CN	110	65
162305	162322	A04	A04	656775	LEXINGTON GROCERY	ALBANY	NY	SF	109	0
162305		0 A04		0 175710	EARLTON STORE	EARLTON	NY	SF	65	103
162305		0 A04		0 608176	MR DISCOUNT DELI&BEV	WORCESTER	NY	OH	57	130
162305		0 A01		0 636364	S&Y GROCERY	ALBANY	NY	CN	50	101
162306	162326	A12	A01	176859	HILLSDALE SUPER	HILLSDALE	NY	SF	341	325
162306		0 A12		0 634314	HAMADA MART INC.	TROY	NY	CN	171	166
162306		0 A12		0 702856	SHABBIR PETROLEUM IN	RHINEBECK	NY	GS	140	104
162306		0 A00		0 682862	XTRA MART	HUDSON	NY	CN	135	114
162306		0 A00		0 767085	KING FUELS	TROY	NY	GS	135	149
162306		0 A12		0 176852	CIRCLE DELI	COPAKE	NY	CN	131	121
162306		0 A12		0 785302	CORNER MARKET	NORTH ADAMS	MA	CN	115	94
162306		0 A12		0 176069	DANDENEAU CTRY STORE	VALLEY FALLS	NY	SF	113	105
162306		0 A12		0 792922	WICKS DOLLAR INC.	LANESBORO	MA	OH	110	0
162306		0 A12		0 524037	TACONIC CONVENIENCE	ANCRAM	NY	SF	105	87
162306		0 A12		0 130217	COBBLE POND FMS INC	HILLSDALE	NY	CN	102	0
162306		0 A04		0 176221	TAGLIENTOS MARKET	RENSSELAER	NY	SF	97	100
162307		0 A12		0 360892	ROUTE 303 MOBIL	CONGERS	NY	GS	160	93
162307		0 A12		0 578991	LAHEY'S MIDWAY	NEW WINDSOR	NY	SF	160	2
162307		0 A00		0 678416	SPRING VALLEY GROC	SPRING VALLEY	NY	SF	150	148
162307		0 A12		0 274614	44 55 DELI	HIGHLAND	NY	CN	135	130
162307		0 A12		0 769307	MAISIES QWIK DELI	NEWBURGH	NY	SF	120	106
162307		0 A04		0 475508	M & N DELI MART	NEWBURGH	NY	SF	113	80
162307		0 A12		0 863948	NAJ ENTERPRISES	NEW CITY	NY	CN	107	66
162307		0 A12		0 767096	LEPTONDALE CONV. MKT	NEWBURGH	NY	SF	105	93
162307	162327	A04	A00	403481	TOWN & COUNTRY CONV.	WALDEN	NY	SF	104	86
162307	162327	A04	A04	178803	ALCOR DRUG CO., INC.	MONTGOMERY	NY	DG	101	94
162307	162330	A12	A12	490649	JMK/STP ENTERPRISE	NEW WINDSOR	NY	LQ	100	108
162307	162330	A12	N99	772517	STATIONERY UNLIMITED	SPRING VALLEY	NY	OH	100	8
162307		0 A04		0 336213	LATIN GROCERY	NEWBURGH	NY	SF	94	126
162307		0 A04		0 722967	CITGO SUPER	MAHWAH	NJ	GK	79	211
162307		0 A04		0 770344	ALBORZ D/B/A ATI	SPRING VALLEY	NY	GK	75	531
162308		0 A12		0 659687	PETE'S MOBIL CAR WAS	POUGHKEEPSIE	NY	GS	202	208
162308		0 A12		0 130224	SO. BOUND ROUTE 9	WAPPINGERS FLS	NY	CN	156	15
162308	162328	A12	A12	785311	CUTTYS DISCOUNT BEV.	POUGHKEEPSIE	NY	LQ	150	0
162308		0 A12		0 743926	SUNOCO CONV. CENTER	POUGHKEEPSIE	NY	CN	127	120
162308		0 A12		0 667150	RED OAKS DELI MART	POUGHKEEPSIE	NY	GS	119	116
162308		0 A12		0 237566	MNM CONV STORE	HYDE PARK	NY	CN	101	124
162308		0 A04		0 767054	GENE'S SERVICE CNTR	POUGHKEEPSIE	NY	GS	83	128
162308		0 A04		0 053237	DELI BUTTON II	FISHKILL	NY	CN	72	162
162308		0 A04		0 747512	BEACON CENTRAL	BEACON	NY	CN	70	106
162308		0 A04		0 769852	ACTIVE BEER & SODA	POUGHKEEPSIE	NY	LQ	70	105

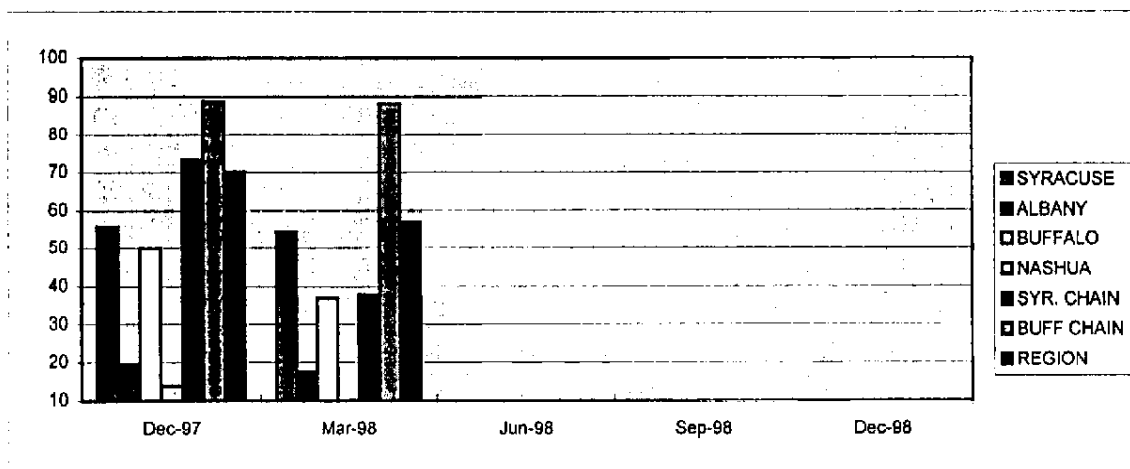
51853 7218



# **CARTON OUTLET CIV PAYPOINT ANALYSIS**

## **CARTON OUTLET CONTRACTED CIV TREND**

	Dec-97	Mar-98	Jun-98	Sep-98	Dec-98
SYRACUSE	55.67	54.1			
ALBANY	19.41	17.44			
BUFFALO	49.78	36.79			
NASHUA	13.77	10.13			
SYR. CHAIN	73.22	37.8			
BUFF CHAIN	88.88	88.24			
REGION	70.28	56.88			



### **1998 REGION AND DIVISION OBJECTIVES:**

- 1) THROUGH DISCOVERY, IDENTIFY AND MAINTAIN CRITICAL PRESENCE AND MERCHANDISING WITH KEY PLAYERS.**
- 2) SELECTIVELY UTILIZE FIXTURE AGREEMENTS/RA PLANS WHERE BENEFICIAL. REDUCE CONTRACTUAL LIABILITY IN NON-PLAYER ACCOUNTS.**

Division civ for independent accounts only.

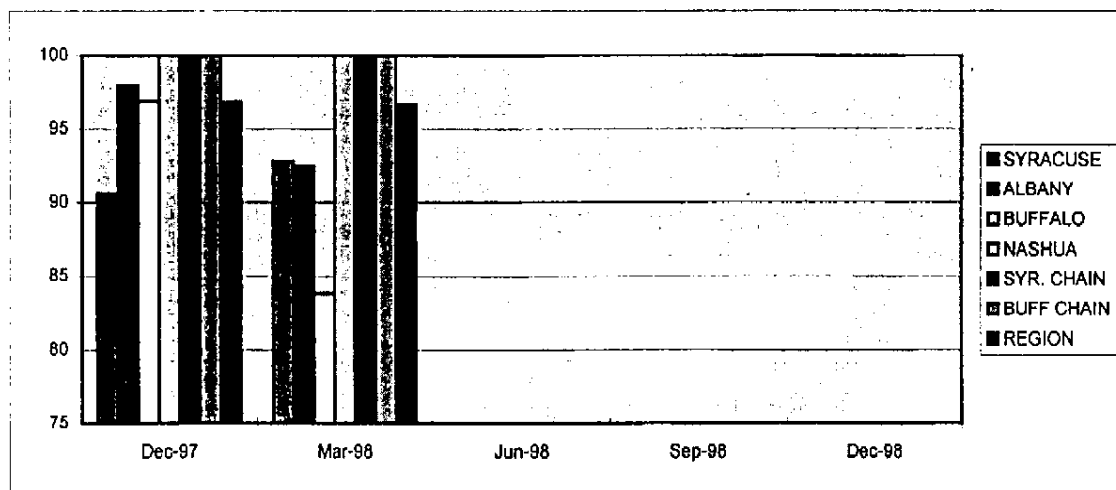
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## CIGARETTE OUTLET CIV PAYPOINT ANALYSIS

### CIGARETTE OUTLET CONTRACTED CIV TREND

	Dec-97	Mar-98	Jun-98	Sep-98	Dec-98
SYRACUSE	90.58	92.83			
ALBANY	97.91	92.53			
BUFFALO	96.86	83.81			
NASHUA	100	100			
SYR. CHAIN	100	100			
BUFF CHAIN	100	100			
REGION	96.83	96.65			



#### 1998 REGION AND DIVISION OBJECTIVES:

- 1) MAINTAIN YEAR END 1997 CTS PRESENCE (96%).
- 2) EDUCATE/ASSIST RJR PARTNERS ON CTS GROWTH.
- 3) INCREASE ENHANCED LEVEL 2 (PRICE TIER ZONING) TO 40% OF C/O CONTRACTS.

Division civ for independent accounts only. Buffalo Division reservation accounts not included in Buffalo Division status from March forward.

51853 7220



INDEPENDENT C/O CALLS ( SEGMENTS BI, CS,RS) WITHOUT A RJR CONTRACT. 100 PLUS CPW AIM OR SIS.										
NON PMX OR LOCKOUT.										
SR TERR	RR TERR	SR CLASS	RR CLAS	ACCT	FULL NAME	CITY	ST	SEG	SIS IND	AIM IND
162304		0 C24		0	175960 LAMARCHE VARIETY	COHOES	NY	CS	951	703

51853 7221



**BUFFALO REGION**  
**% OF CONTRACTED PACK ACCOUNTS L1,L2,L3**  
**PAYPOINT ANALYSIS**

**PACK:**

		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
	1998 OBJECTIVE: % OF TOTAL CONTRACTED ACCTS. AT LEVEL 2 OR 3.	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3
SYRACUSE	80%	515	345	67%	525	384	73%									
ALBANY	74%	519	351	68%	528	372	70%									
BUFFALO	77%	380	271	71%	395	317	80%									
NASHUA	80%	363	252	69%	376	279	74%									
SYR. CHAIN		719	415	58%	662	348	53%									
BUFF. CHAIN		461	441	96%	452	402	89%									
REGION	70%	2957	2075	70%	2938	2102	72%									

**% OF CIGARETTE OUTLET CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3**

**CIG. OUT.:**

		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
	1998 OBJECTIVE: % OF C/O CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3.	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 ENH. OR 3
SYRACUSE	40%	40	3	8%	41	4	10%									
ALBANY	40%	25	5	20%	24	6	25%									
BUFFALO	41%	56	1	2%	9	0	0%									
NASHUA	40%	35	4	11%	34	4	12%									
*REGION	40%	205	34	17%	259	44	17%									

\* Region status is for total region--chain and independent--by geography

Division status for independent accounts only. Buffalo Division reservation accounts not included in Buffalo Division status from March forward.

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**SYRACUSE DIVISION**  
**% OF CONTRACTED PACK ACCOUNTS L1,L2,L3**  
**PAYPOINT ANALYSIS**

**PACK:**

ASSIGNMENT:		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3
	1998 OBJECTIVE: % OF TOTAL CONTRACTED ACCTS. AT LEVEL 2 OR 3.															
	1	80%	46	22	48%	39	25	64%								
	2	80%	67	51	76%	69	61	88%								
	4	80%	47	34	72%	51	38	75%								
	5	80%	83	60	72%	83	66	80%								
	6	80%	68	38	56%	70	40	57%								
	8	80%	66	44	67%	67	52	78%								
	9	80%	57	42	74%	57	42	74%								
	10	80%	81	54	67%	89	60	67%								
<b>DIVISION:</b>		80%	515	345	67%	525	384	73%								

**% OF CIGARETTE OUTLET CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3**

**CIG. OUT.:**

ASSIGNMENT:		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3
	1998 OBJECTIVE: % OF C/O CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3.															
	1	40%	16	0	0%	17	0	0%								
	2	40%	1	0	0%	1	0	0%								
	4	40%	5	0	0%	5	0	0%								
	5	40%	1	0	0%	1	0	0%								
	6	40%	3	0	0%	3	1	33%								
	8	40%	5	0	0%	5	0	0%								
	9	40+%	4	2	50%	4	2	50%								
	10	40%	5	1	20%	5	1	20%								
<b>DIVISION:</b>		40%	40	3	8%	41	4	10%								

Division status for independent accounts only.



INDEPENDENT PACK CALLS ON A LEVEL 1 CONTRACT. (DOES NOT INCLUDE RA CONTRACTED CALLS)						
162301	732992	B&D MARKET	PLATTSBURGH	NY	CN	850 366
162301	113568	CAP 'N' CORK	COLCHESTER	VT	CN	190 170
162301	623843	A AND B BEVERAGE	GRAND ISLE	VT	CN	189 156
162301	760781	BLOUINS BEVERAGE MKT	RICHFORD	VT	LQ	180 0
162301	113967	KEELER BAY VARIETY	SOUTH HERO	VT	SF	146 101
162301	242763	MILTON BEV WAREHOUSE	MILTON	VT	CN	138 100
162301	290295	SHELDON MINI MART	SHELDON SPRINGS	VT	CN	135 112
162301	697266	WETHERBYS QUICK STOP	RICHFORD	VT	CN	132 125
162301	767981	BILL'S MINI MART	MORRISONVILLE	NY	CN	115 73
162302	699047	HEALD'S CITGO	POULTNEY	VT	CN	155 105
162302	250716	BONFARE	S GLENS FALLS	NY	CN	150 222
162302	640167	ZENATH PETROLEUM	FORT EDWARD	NY	CN	150 0
162302	771336	EAST ROAD VARIETY	BENNINGTON	VT	CN	150 0
162302	114518	DUTCHIES MKT	WEST PAWLET	VT	CN	140 97
162302	114599	WAYSIDE CNTRY STORE	WEST ARLINGTON	VT	CN	135 78
162302	670993	FAITH ENTERPRISES	LAKE GEORGE	NY	CN	120 57
162302	114548	SALEMS MKT	BENNINGTON	VT	CN	110 76
162302	573906	ZAFAR DAR & SONS PET	QUEENSBURY	NY	CN	110 45
162302	114536	YOTTS MKT	BENNINGTON	VT	CN	105 74
162302	705931	RIVERSIDE NICE&EASY	S GLENS FALLS	NY	CN	100 8
162302	737866	HUDSON MART	HUDSON FALLS	NY	CN	100 68
162302	748814	RUTH'S MINI MART	S GLENS FALLS	NY	CN	100 24
162302	771337	MAGUIRE'S MARKET	BENNINGTON	VT	CN	100 79
162303	729866	PHILLIPS MOBIL MART	SCHENECTADY	NY	CN	400 376
162303	745229	JEN'S CORNER DELI	JOHNSTOWN	NY	CN	189 188
162303	484689	RK CONVENIENT	SCHENECTADY	NY	CN	175 175
162303	779350	CITGO	SCHENECTADY	NY	GS	160 0
162303	717366	BALLTOWN BEVERAGE	SCHENECTADY	NY	OH	150 18
162303	528013	ALBANY BEVERAGE	SCHENECTADY	NY	OH	142 128
162303	024457	ALBANY STREET MINI M	SCHENECTADY	NY	CN	138 134
162303	746219	FOR A DOLLAR	ALBANY	NY	OH	135 73
162303	177457	FT PLAIN BIG M	FORT PLAIN	NY	SM	115 99
162303	669794	MARIANVILLE LAKESIDE	PATTERSONVILLE	NY	CN	115 104
162303	757103	TWINS	JOHNSTOWN	NY	CN	110 0
162303	581174	ASIAN AMERICAN	SCHENECTADY	NY	CN	105 89
162303	368182	WEST END MOBILE MART	AMSTERDAM	NY	GS	102 145
162303	764466	NANCY'S	TRIBES HILL	NY	CN	100 1
162303	779803	FOUR CORNERS GROCERY	GLOVERSVILLE	NY	CN	100 153
162304	437417	EASY MART	JOHNSONVILLE	NY	CN	150 60
162304	737899	ONE DOLLAR DEALS	CLIFTON PARK	NY	OH	145 126
162304	747501	PAULIE PROVISIONS	WATERFORD	NY	CN	130 112
162304	677775	GEMMETT RAINBOW	BALLSTON SPA	NY	CN	115 107
162304	484757	WEVER MOBIL MART	STILLWATER	NY	CN	110 96
162304	176552	DICK & JERRY'S	GALWAY	NY	CN	100 77
162305	714699	LANDMART	KINGSTON	NY	CN	550 487
162305	718812	AL & ROSE ENTERPRISE	ALBANY	NY	OH	490 388
162305	766860	CAIRO MART, INC. II	CAIRO	NY	CN	412 306
162305	693698	ASAD GETTY	SAUGERTIES	NY	GK	390 0
162305	698974	RAVENA MANI CONVENIE	RAVENA	NY	CN	288 224
162305	790641	LUCKY PETROLEUM	KINGSTON	NY	CN	270 0
162305	762542	AERO STAR INC.	SAUGERTIES	NY	CN	250 172
162305	515008	OLIVER'S BEVERAGE	ALBANY	NY	OH	250 251
162305	506336	LINDY'S QUICK SHOPPE	WORCESTER	NY	CN	241 180
162305	770168	HOB0 DELI	KINGSTON	NY	CN	210 213
162305	769976	ONE DOLLAR DEALS	ALBANY	NY	OH	200 0
162305	785758	WORCESTER CONVENIENC	WORCESTER	NY	CN	200 180
162305	721873	AIS PETROLEUM	KINGSTON	NY	CN	169 169
162305	632654	SANI INC.	ALBANY	NY	GS	164 6
162305	752669	EMPIRE NEWS & GROCER	ALBANY	NY	CN	155 165
162305	650654	ULSTER DELI & GROC.	KINGSTON	NY	CN	150 125
162305	747519	SAUGERTIES MOBIL	SAUGERTIES	NY	CN	150 63
162305	620309	LAKE KATRINE GETTY	LAKE KATRINE	NY	CN	147 137
162305	769975	.99 & MORE DISCOUNT	ALBANY	NY	OH	130 116
162305	769978	SITARA PETROLEUM, INC	SAUGERTIES	NY	CN	125 0
162305	362019	LARK ST NEWS & GROC	ALBANY	NY	CN	121 50

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INDEPENDENT C/O CALLS WITH A RJR C/O CONTRACT THAT IS NOT LEVEL 2 ENHANCED OR 3.							
SR	TERR	ACCT	FULL NAME	CITY	ST	SEG	SIS VOL AIM VOL
162301		724066	CIGARETTE WAREHOUSE	PLATTSBURGH	NY	CS	1450 0
162302		623997	SARGENT'S SHORT STOP	BENNINGTON	VT	BI	3000 2120
162302		114561	NEXT DOOR	POWNA	VT	BI	2700 2551
162302		114544	SMOKERS DEN	BENNINGTON	VT	CS	2500 849
162302		386834	N BENNINGTON VARIETY	N BENNINGTON	VT	BI	1800 1158
162302		494957	POULTNEY CASH MARKET	POULTNEY	VT	BI	1050 762
162302		114564	BILLMONT'S COUNTRY ST	STAMFORD	VT	BI	1000 1227
162302		657371	BEVERAGE KING	BOMOSEEN	VT	BI	950 921
162302		636227	APOLLO FUELS	PAWLET	VT	CS	600 66
162302		177009	JACOB & TONEYS IGA	WARRENSBURG	NY	CS	500 552
162302		320476	D & G HARDWARE	WARRENSBURG	NY	CS	400 273
162303		619977	COUNTRY FEED STORE	AMSTERDAM	NY	CS	1907 1799
162303		177253	NAIFS GROCERY	GLOVERSVILLE	NY	CS	1271 1150
162303		130283	BEEBE'S SERVICE STA	SCHENECTADY	NY	CS	1081 982
162304		500871	VITA MART	MECHANICVILLE	NY	CS	800 710
162304		713344	WASH N DRY LAUNDRY	CORINTH	NY	CS	770 0
162304		175520	VITA MART	BALLSTON SPA	NY	CS	742 729
162304		903627	LJ'S COHOES DISCOUNT	COHOES	NY	CS	529 317
162307		178829	THRUWAY PHARMACY INC	WALDEN	NY	CS	1015 1034

51853 7225



**ALBANY DIVISION**  
**% OF CONTRACTED PACK ACCOUNTS L1,L2,L3**  
**PAYPOINT ANALYSIS**

**PACK:**

ASSIGNMENT:	1998 OBJECTIVE: % OF TOTAL CONTRACTED ACCTS. AT LEVEL 2 OR 3.	Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3
1	79%	43	34	79%	49	36	73%									
2	70%	36	21	58%	40	27	68%									
3	70%	65	40	62%	67	43	64%									
4	89%	47	42	89%	45	40	89%									
5	70%	76	45	59%	76	46	61%									
6	70%	57	36	63%	65	44	68%									
7	75%	66	47	71%	57	43	75%									
8	75%	73	52	71%	73	54	74%									
9	70%	56	34	61%	56	39	70%									
DIVISION:	74%	519	351	68%	528	372	70%									

**% OF CIGARETTE OUTLET CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3**

**CIG. OUT.:**

ASSIGNMENT:	1998 OBJECTIVE: % OF C/O CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3.	Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3
1	67%	3	2	67%	2	1	50%									
2	40%	11	1	9%	9	4	44%									
3	30%	3	0	0%	3	0	0%									
4	40%	5	1	20%	8	0	0%									
5	40%	1	0	0%	0											
6	100%	1	1	100%	1	1	100%									
7	40%	1	0	0%	1	0	0%									
8		0				0										
9		0				0										
DIVISION:	40%	25	5	20%	24	6	25%									

Division status for independent accounts only.



**BUFFALO DIVISION  
% OF CONTRACTED PACK ACCOUNTS L1,L2,L3  
PAYPOINT ANALYSIS**

**PACK:**

ASSIGNMENT:	1998 OBJECTIVE: % OF TOTAL CONTRACTED ACCTS. AT LEVEL 2 OR 3.	Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3
1	83%	71	59	83%	74	67	91%									
2	71%	57	29	51%	57	39	68%									
3	97%	39	38	97%	42	38	90%									
4	76%	58	44	76%	62	51	82%									
5	71%	78	42	54%	76	54	71%									
6	77%	26	20	77%	26	23	88%									
7	76%	51	39	76%	58	45	78%									
DIVISION:	77%	380	271	71%	395	317	80%									

**% OF CIGARETTE OUTLET CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3**

**CIG. OUT.:**

ASSIGNMENT:	1998 OBJECTIVE: % OF C/O CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3.	Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 ENH. OR 3
1		0			0											
2		0			2	0	0%									
3	41%	17	0	0%	0											
4		0			0											
5	50%	2	0	0%	2	0	0%									
6	41%	34	1	3%	1	0	0%									
7	33%	3	0	0%	4	0	0%									
DIVISION:	41%	56	1	2%	6	0	0%									

Division status for independent accounts only. Buffalo Division reservation accounts not included in Buffalo Division status from March forward.



**NASHUA DIVISION**  
**% OF CONTRACTED PACK ACCOUNTS L1,L2,L3**  
**PAYPOINT ANALYSIS**

**PACK:**

ASSIGNMENT:		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3	TOTAL ACCTS CONT.	TOTAL ACCTS L2 OR 3	% ACCTS L2 OR 3
	1998 OBJECTIVE: % OF TOTAL CONTRACTED ACCTS. AT LEVEL 2 OR 3.															
	1	80%	65	34	52%	65	36	55%								
	2	80%	47	29	62%	50	36	72%								
	3	80%	56	44	79%	60	52	87%								
	4	90%	39	31	79%	44	34	77%								
	5	85%	49	39	80%	47	41	87%								
	6	80%	67	47	70%	70	52	74%								
	7	85%	40	28	70%	40	28	70%								
<b>DIVISION:</b>		80%	363	252	69%	376	279	74%								

**% OF CIGARETTE OUTLET CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3**

**CIG. OUT.:**

ASSIGNMENT:		Dec-97			Mar-98			Jun-98			Sep-98			Dec-98		
		TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 OR 3	TOTAL ACCTS. W/ C/O CONT.	TOTAL ACCTS L2 ENH. OR 3	% ACCTS L2 OR 3
	1998 OBJECTIVE: % OF C/O CONTRACTS AT LEVEL 2 ENHANCED OR LEVEL 3.															
	1	66%	2	0	0%	2	0	0%								
	2	50%	2	1	50%	2	1	50%								
	3	100%	1	0	0%	1	0	0%								
	4	40%	13	3	23%	13	3	23%								
	5	50%	11	0	0%	10	0	0%								
	6		0			0										
	7	50%	6	0	0%	6	0	0%								
<b>DIVISION:</b>		40%	35	4	11%	34	4	12%								

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Division status for independent accounts only.



# LOCKOUT CIV ANALYSIS--CHAI AND INDEPENDENT ACCOUNTS

	PACK			CARTON			CIG STORES			TOTAL		
THROUGH 12/97:	L/OUT PACK CIV	% L/OUT PK. CIV	PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	CTN. CIV	L/OUT C/O CIV	% L/OUT C/O CIV	C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE	380231	54629	14%	125988	25965	21%	138998	4500	3%	645217	85094	13%
ALBANY	325509	29246	9%	71840	26213	36%	42323	752	2%	439672	56211	13%
BUFFALO	289422	14921	5%	105338	14921	14%	345502	650	0%	740262	30492	4%
NASHUA	195001	31782	16%	105271	44724	42%	88585	0	0%	388857	76506	20%
REGION	1190163	130578	11%	408437	111823	27%	615408	5902	1%	2214008	248303	11%

THROUGH : 03/98	L/OUT PACK CIV	% L/OUT PK. CIV	PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	CTN. CIV	L/OUT C/O CIV	% L/OUT C/O CIV	C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE	375191	44972	12%	123284	24611	20%	133635	4500	3%	632110	74083	12%
ALBANY	319537	28191	9%	70510	24420	35%	42344	1872	4%	432391	54483	13%
BUFFALO	284142	17574	6%	102307	15685	15%	236481	842	0%	622930	34101	5%
NASHUA	192759	30227	16%	102572	48962	48%	91065	0	0%	386396	79189	20%
REGION	1171629	120964	10%	398673	113678	29%	503525	7214	1%	2073827	241856	12%

THROUGH : 06/98	L/OUT PACK CIV	% L/OUT PK. CIV	PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	CTN. CIV	L/OUT C/O CIV	% L/OUT C/O CIV	C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

THROUGH 09/98:	L/OUT PACK CIV	% L/OUT PK. CIV	PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	CTN. CIV	L/OUT C/O CIV	% L/OUT C/O CIV	C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

THROUGH 12/98:	L/OUT PACK CIV	% L/OUT PK. CIV	PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	CTN. CIV	L/OUT C/O CIV	% L/OUT C/O CIV	C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

1998 REGION AND DIVISION OBJECTIVES:  
MAINTAIN/DECREASE PRESENT CIV WHERE RJR IS LOCKED OUT.



# LOCKOUT CIV ANALYSIS- DEPENDENT ACCOUNTS

	PACK			CARTON			CIG STORES			TOTAL		
THROUGH :12/97	L/OUT PACK CIV	% L/OUT PK. CIV	% L/OUT PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	% L/OUT CTN CIV	L/OUT C/O CIV	% L/OUT C/O CIV	% L/OUT C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE	188886	22451	12%	25705	5928	23%	84200	4500	5%	298791	32879	11%
ALBANY	178418	18297	10%	4523	354	8%	36307	752	2%	219248	19403	9%
BUFFALO	134767	8399	6%	13239	2629	20%	332790	0	0%	480796	11028	2%
NASHUA	111147	9830	9%	6899	2298	33%	80735	0	0%	198781	12128	6%
REGION	613218	58977	10%	50366	11209	22%	534032	5252	1%	1197616	75438	6%

THROUGH : 03/98	L/OUT PACK CIV	% L/OUT PK. CIV	% L/OUT PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	% L/OUT CTN CIV	L/OUT C/O CIV	% L/OUT C/O CIV	% L/OUT C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE	181931	15354	8%	24878	5370	22%	84882	4500	5%	291691	25224	9%
ALBANY	176229	17777	10%	4457	212	5%	35446	1872	5%	216132	19861	9%
BUFFALO	134110	6540	5%	151357	4446	3%	8660	0	0%	294127	10986	4%
NASHUA	111850	8695	8%	5921	2578	44%	79560	0	0%	197431	11273	6%
REGION	604120	48366	8%	186613	12606	7%	208648	6372	3%	999381	67344	7%

THROUGH : 06/98	L/OUT PACK CIV	% L/OUT PK. CIV	% L/OUT PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	% L/OUT CTN CIV	L/OUT C/O CIV	% L/OUT C/O CIV	% L/OUT C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

THROUGH 09/98:	L/OUT PACK CIV	% L/OUT PK. CIV	% L/OUT PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	% L/OUT CTN CIV	L/OUT C/O CIV	% L/OUT C/O CIV	% L/OUT C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

THROUGH 12/98:	L/OUT PACK CIV	% L/OUT PK. CIV	% L/OUT PK. CIV	L/OUT CTN CIV	% L/OUT CTN CIV	% L/OUT CTN CIV	L/OUT C/O CIV	% L/OUT C/O CIV	% L/OUT C/O CIV	TOTAL CIV	L/OUT TOT. CIV	% L/OUT TOT. CIV
SYRACUSE												
ALBANY												
BUFFALO												
NASHUA												
REGION												

Buffalo Division reservations not included in Buffalo Division or Region numbers.

1998 REGION AND DIVISION OBJECTIVES:  
MAINTAIN/DECREASE PRESENT CIV WHERE RJR IS LOCKED OUT.

51853 7230



ALL INDEPENDENT CALLS WITH LOCKOUT AND OR PMX.												
SR	RR	SR CL	RR CL	ACCT	FULL NAME	CITY	ST	SEG	SIS	AIM	RJR	LO PMX
162301		0 C12		0 341489	STE. MARIE, INC.	SWANTON	VT	CN	571	556	1	0
162301		0 A12		0 113605	SO MAIN GROCERY	SAINT ALBANS	VT	CN	169	171	1	0
162301		0 A04		0 739352	ALL BRAND NEWS	PLATTSBURGH	NY	TB	157	142	0	1
162301		0 A12		0 432204	UNCLE FLOYD'S	ENOSBURG	VT	CN	140	131	1	0
162301		0 A12		0 527513	BOB'S ONE STOP	SWANTON	VT	CN	110	160	0	1
162301		0 A12		0 773857	LESTER'S GENERAL STR	SAINT ALBANS	VT	CN	110	101	0	1
162301		0 A12		0 113661	KEVINS KORNER MKT	ENOSBURG FALLS	VT	CN	104	118	1	0
162301		0 A12		0 496101	MAIN STREET MARKET	CHAZY	NY	CN	102	160	1	0
162301		0 A12		0 651758	CHURCH OIL #22	PLATTSBURGH	NY	CN	96	102	0	1
162301		0 A04		0 651757	CHURCH OIL #3	PLATTSBURGH	NY	CN	85	78	0	1
162301		0 A04		0 709334	CHASES III	PLATTSBURGH	NY	CN	77	68	0	1
162301		0 A01		0 651753	CHURCH OIL #42	CHAMPLAIN	NY	CN	66	34	0	1
162301		0 A01		0 651755	CHURCH OIL	PLATTSBURGH	NY	CN	60	47	0	1
162301		0 A00		0 674957	PETRO CANADA	CHAMPLAIN	NY	CN	50	1	0	1
162302		0 A12		0 760747	MINCER'S MINI MART	BENNINGTON	VT	CN	220	222	1	0
162302		0 A12		0 176986	DOHENEY OIL CO	GLENS FALLS	NY	CN	150	196	1	0
162302		0 A12		0 114497	MANCHESTER DISC BEVG	MANCHESTR CTR	VT	LQ	150	0	1	1
162302		0 A12		0 767657	GIFFORD'S MOBIL	QUEENSBURY	NY	CN	125	179	1	1
162302		0 A12		0 705253	KLINE'S MOBIL	QUEENSBURY	NY	CN	90	130	1	0
162302		0 A04		0 205190	E Z MART	S GLENS FALLS	NY	CN	70	160	1	1
162302		0 A00		0 700318	A&G PETROLEUM	S GLENS FALLS	NY	CN	20	4	1	1
162302		0 A01		0 753465	ON THE RUN #08K4D	LAKE GEORGE	NY	CN	0	0	0	1
162303		0 A12		0 661031	STATE ST MOBIL	SCHENECTADY	NY	CN	501	579	0	1
162303		0 A12		0 040247	GUILDERLAND MOBIL	SCHENECTADY	NY	GS	196	180	0	1
162303		0 A12		0 130706	GETTY 58716	GLOVERSVILLE	NY	GS	95	135	0	1
162303		0 A01		0 177461	LICARIS BIG M INC	SAINT JOHNSVILL	NY	SM	65	70	0	1
162303		0 A01		0 684364	THE CORNER STORE	MAYFIELD	NY	CN	25	23	0	1
162304		0 A12		0 466033	MARROS NEW YORK INC	ALBANY	NY	CN	373	341	1	1
162304		0 A12		0 063539	VILLAGE MOBIL MART	ALBANY	NY	CN	300	256	1	1
162304		0 A12		0 734143	GRAMPY'S OF SARATOGA	SARATOGA SPGS	NY	CN	291	262	1	1
162304		0 A12		0 825027	MORWIN'S MOBIL	ALBANY	NY	CN	263	180	1	1
162304	162321	A12	A00	0 665631	NORTH PARK MOBIL	CLIFTON PARK	NY	CN	258	255	1	1
162304		0 A12		0 469106	NORTHWAY MOBIL	LATHAM	NY	CN	200	195	1	1
162304		0 A12		0 662781	EXIT 13 MOBIL INC.	BALLSTON SPA	NY	CN	197	157	1	1
162304		0 A12		0 481708	ROPRI ENTERPRISE INC	GREEN ISLAND	NY	GK	168	131	1	1
162304		0 A12		0 482448	MARKEL'S HESS	LATHAM	NY	GS	147	158	1	0
162304		0 A12		0 433532	COLONIE GETTY	ROESSLEVILLE	NY	GK	146	116	1	1
162304		0 A12		0 709826	LOUDON'S MART, INC	LATHAM	NY	CN	131	150	1	1
162304		0 A12		0 777275	KINGLENDER MOBIL	LATHAM	NY	CN	130	129	1	1
162304		0 A04		0 443518	KASARJIAN GETTY	SCHENECTADY	NY	GK	90	49	1	1
162304		0 A04		0 176615	ERNIES GROCERY	GANSEVOORT	NY	CN	87	87	1	1
162304		0 Z00		0 230833	ROUND LAKE MOBIL	ROUND LAKE	NY	GS	75	66	1	0
162304		0 A01		0 176555	CHUCKS VARIETY	GALWAY	NY	CN	67	69	0	1
162304		0 A01		0 399000	GETTY EXPRESS I	TROY	NY	GS	56	54	1	1
162304		0 A01		0 658856	AUBURN NEWS	ALBANY	NY	TB	50	32	1	1
162304		0 A01		0 620306	DOHENY OIL CORP	BALLSTON SPA	NY	GS	45	38	1	1
162304		0 A01		0 699058	CORINTH MOBIL	CORINTH	NY	CN	39	42	1	1
162305		0 A12		0 474988	SALMAN PETROL	DELMAR	NY	CN	385	339	1	1
162305		0 A12		0 130351	CAPITAL SERV ST INC	ALBANY	NY	CN	337	371	1	1
162305		0 A12		0 568607	FILL'N SHOP	KINGSTON	NY	CN	300	287	1	1
162305		0 A12		0 364511	VALLEY PHARMACY	MIDDLEBURGH	NY	DG	300	254	1	1
162305		0 A12		0 512063	GEORGE'S SERVICE	ALBANY	NY	CN	285	257	1	1
162305		0 A12		0 273497	COBLESKILL MOBIL MRT	COBLESKILL	NY	CN	250	224	1	1
162305		0 A04		0 448042	GLENMONT DISC BEVCTR	GLENMONT	NY	LQ	250	277	1	0
162305		0 A12		0 586856	Z'S PETROLEUM	WEST COXSACKIE	NY	GS	231	193	1	1
162305		0 A12		0 735530	EXIT 23 MOBIL MART	ALBANY	NY	CN	185	163	1	1
162305	162323	A12	A01	0 178332	KIRKS	PHOENICIA	NY	SF	175	179	1	0
162305		0 A12		0 492071	GARY'S WASHINGTON MB	ALBANY	NY	CN	162	147	1	1
162305		0 A12		0 556849	NEW SCOTLAND MOBIL	ALBANY	NY	GS	144	166	1	1
162305	162326	A12	A01	0 473837	BROOKWOOD MOBIL	GLENMONT	NY	GS	135	124	1	0
162305		0 A12		0 545485	HURLEY RIDGE MARKET	WEST HURLEY	NY	SF	98	103	1	1
162305		0 A01		0 448027	EJ'S DELI & NEWS	ALBANY	NY	CN	15	13	0	1
162305		0 A00		0 703717	GRAND UNION 1973	TANNERSVILLE	NY	SM	0	0	0	1
162306		0 A24		0 619837	FRESH FARMER	HUDSON	NY	CS	752	644	1	0

51853 7231



# LNSS Merchandising

## 1998 Objective:

- 1 Test "New" merchandising equipment/concepts in targeted Package Outlet / Carton Outlet chains.

- Must address RJR 3 P's

- ✓ Product Availability → Maintain needed RJR SKU's (SKU mgmt)
- ✓ Presence → Winston, Camel Doral via waterfall ctns to gain/maintain Presence.
- ✓ Promotion → Secure a home/vehicle to display promotions on-going

- Minimum expectations is to display/advertise 2 FP (Winston & Camel) and 1 Savings (Doral).

## Targeted Chains:

- |                   |                |              |                |
|-------------------|----------------|--------------|----------------|
| * Express Mart    | * Nice N' Easy | * Jolley     | * TOPS         |
| * Wilson Farms    | * Sunrise Food | * Odessa     | * VIX          |
| * Sugarcreek      | * Orloski      | * FL Roberts | * NOCO         |
| * Dandy Mini Mart | * Stewarts     | * Wegman's   | * Penn Traffic |
| * Cooks Conv.     |                |              |                |

51853 7232



*April Status*

BUFFALO REGION "NEW WORLD" TEST STATUS TARGETED LOCATIONS				NEW WORLD TEST IN CHAIN? Y OR N	Briefly describe test status. Be sure to include: 1) RJR set-up 2) Competitive response/set-up
Div.	CID #	Name	# Stores		
1642	1879-00-00	EXPRESS MART	43	pending installation	RJR supplied backbar consolidation test set up pending shipment of backordered components. Tentatively scheduled for installation w/o 4/27. 9' x 50 1/4". 3' PM FP, 3' RJR FP, 1' Doral, 1' Basic, 1' Lorillard.
1642	1873-00-00	NICE AND EASY	25	PENDING	BACKBAR CONSOLIDATION UNITS HAVE BEEN ORDERED FOR A TEST SETUP. 6'SET BEING 3' RJR, 2' BAT AND 1' LOR. BAT ALSO SAID TO HAVE A TEST LOCATION IN THE NEAR FUTURE TO SEE IF RJR AND LOR CAN CONTRACT ON THEIR FIXTURES AS BAT WOULD SUPPLY CHAIN WIDE AT NO COST TO ANY COMPANY. ALSO HAVE UTILIZED HANGING APD'S NSS IN 2 LOCATIONS WITH A MUCH GREATER PRESENCE.
1642	2681-00-00	JOLLEY			
1645	4027-02-00	TOPS			
1645	4027-06-00	VIX	11		RJR will begin placing the new world fixtures in all Vix locations starting the 1st week of June. New sets will be in the customer service area. RJR will have 5' of the 12' set. We will have our own package rack, waterfall shelves and promotional rack. PM will have the industry package rack, 1 additional package rack, waterfalls shelves and promotional rack. We will provide fixtures for our brands and PM will provide fixtures for their set. PM & RJR are the only ones on contract.
1645	1194-00-00	NOCO	42	yes	Noco finally received a response from PM regarding the test store and PM will not contract on the set. We have removed PM from the #1 spot and placed our displays at the #1 position. We will be placing Lor on contract in this test store. Test store will consist of the following: RJR 3' for our Full Price & 2 1' sections for Monarch and Doral and a 3' section for B&W and Lor for their Full Price and 1' section for Old Gold.
1642		PENN TRAFFIC	275	yes	Have SIAS concept set in Big Bear store in Powell Ohio. Retail Shelving with 15' FP section, 11' BS section, 7' Pack Promotion section, and 6' Industry Pack section. Utilization of Gondola Shelving Components to include Header, Carton Pushers, and Springload Cartridges have minimized RJR's expense. Cost Share has been applied. Space allocated based on SOM. PM has not yet signed contract.

51853 7233



*April Status*

**BUFFALO REGION "NEW WORLD" TEST STATUS  
TARGETED LOCATIONS**

Div.	CID#	Name	# Stores	NEW WORLD TEST IN CHAIN? Y OR N	Briefly describe test status. Be sure to include: 1) RJR set-up 2) Competitive response/set-up
1645	2892-00-00	ARROWMART			
1642	1657-00-00	ODESSA			
1642	1052-00-00	F.L. ROBERTS			
1645	1138-00-00	WEGMANS			
1642	4200-00-00	SUNRISE FOODS	25	NO	WILL UTILIZE HANGING APD'S IF/WHEN NSS LEGISLATION IS REQUIRED.
1642	3649-00-00	ORLOSKI'S			Currently setting test store to open 4/21/98. Pm supplied 9 foot backbar consolidation set( no cost to RJR). RJR would occupy at least 3 ft. Final set to be determined based on a few "construction" issues. I have communicated to the chain that I will not "sign off" on the new set until which time I can see the final plan-o-gram and RJR has all the elements that we require. Chain will leave 1 full price display for both PM & RJR self- service on the counter until which time NSS is legislated. ( Fall back plan-- to remove& replace or retro fit 3 ft of pm fixtures to insure that RJR has all elements that we require for the new contracts)
1642	0548-00-00	STEWARTS	276	NO	Currently in development of retrofit components that will satisfy RJR and the Chains requirements for merchandising in current space. B&W has signed off on a Chain presented concept, that includes vertical load of industry pack fixture (chain owned), and 1 side facing carton across top of fixture. Does not meet RJR requirements of display and promotion. Negotiation continues.

51853 7234



*April Status*

BUFFALO REGION "NEW WORLD" TEST STATUS TARGETED LOCATIONS				NEW WORLD TEST IN CHAIN? Y OR N	Briefly describe test status. Be sure to include: 1) RJR set-up 2) Competitive response/set-up
Div.	CID #	Name	# Stores		
1645	1547-00-00	COOKS CONV.			
1645	4127-00-00	DANDY MINI MARKET			
1645	1227-00-00	SUGARCREEK			
1645	4027-05-00	WILSON FARMS	106	pending	
1645	2892-00-00	ARROW MART			
1642	1874-00-00	Kinney Drug	47	yes	Hanging APD's have been installed in two LNSS store in Cortland County. Each display has 24 facings of FP, hung in a SS position with APD Shields.

51853 7235



## ‘98 Plan - Key Issue/Objective Presence

<u>Issue</u>	<u>Objective</u>	<u>Action Plan</u>	<u>Status</u>
<b>Pending Federal and Local Restrictions</b>  <b>* PDI Placements</b>	<b>Achieve Quality Placements early in '98</b>	<b>Allocate to SRs, KAMs, AMs</b> <b>- Monitor usage vs. allocation monthly.</b> <b>- Open-up on 1st come/1st serve basis in June/July</b>	<b>ROU Entering Allocations by SR/KAM/AMs 4th Qtr. '97</b>

51853 7236



Promotion

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51853 7237



# **1998 Promotion Buffalo Region**

51853 7238



## 98 Plans - Key Issues/Objectives Promotion

Issue	Objective	Action Plan	Status
Wholesale Partners Program - Promotion Tracking system	70/80% of RJR promotions shipped to Retail customers with proper SKU quantity and within specified time frame.	Obtain account's commitment to 98 Promotional Timetable for accurate/timely execution. - Monitor monthly	'98 Partner Presentations to be completed by Dec. '97
Doral Performance in SM COT during Plan A periods.	Effectively & efficiently defend Doral vs. key BS competitors throughout Plan A & B periods. - Ceiling Strategy	KAM/AM/SR develop Plans with the following considerations: - Coupon Elimination - Turn-Key - Flexibility to capitalize on potential price changes	Communicate Plans via Qtr'ly Promo calendar. Dec. '97 for 1st Qtr. '98
Expand DPC List  51853 7239	- Maintain Current Universe - Add Accounts via deeper penetration - Update lists in SIS	Established process/list of accounts to add approx. 1,000 accounts - Turn-Key	Presented to KAM/DMs Nov. '97 - Update current list by Dec. '97 - Update expanded list by Jan. '98



# VAP Penetration

## 1998 Objective:

- Continue to increase VAP / Promotion penetration in targeted retail Universe via allocation model.

## Action Plan:

- Review/adjust Stub Report
- Work through issues with retailers where delivery issues exist.

## Results :

	<u>1996 Base</u>	<u>1997 Results</u>
Targeted Accounts	3,893	4,230
VAP Penetration	2,725	3,865
% Promotion Penetration	70%	91.37%

51853 7240



# DPC Program

## 1998 Objective:

- Add accounts to current universe via deeper penetration of low volume accounts.

## Action Plan:

- SRs given target list of 60-99 CPW accounts to contact to identify DPC opportunity.
- KAMs/AMs working with direct accounts to identify DPC opportunity accounts not contacted by RJR.

## Status:

Presently, 1300 accounts participating in DPC program.

51853 7241



# Wholesale Partners Program Promotion Tracking System

## 1998 Objective:

- 70/80% of RJR promotions shipped to retail customers with proper SKU quantity and within specified time frame.

## Action Plan:

- Obtain accounts commitment to 98 promotional timetable for accurate/timely execution.
- KAMs/AMs, SRs/DMs to monitor on account by account basis.

51853 7242



# **“Turn - Key” Programs**

## **1998 Objective:**

- **“Off Load” RR execution in targeted chains and independent calls.**

## **Action Plan:**

- **Seek assistance from accounts to handle non-selling functions i.e.: advertising placement, display set up, “buy down” administrative functions.**

51853 7243



# Trade Direct Marketing Program

## 1998 Objective:

- Educate KAMs/AMs on Trade Direct Marketing programs.
- Present to targeted chains as a true point of difference program:
  - Wilson Farms
  - United Refining
  - Nice & Easy
  - Express Marts
  - Orloski's

## Status:

- K. Wadia presented TDM program to Region KAMs/AMs in Feb. 1998.
- Program presented/sold to all targeted chains in March, 1998.
- Leverage RJR PL program for:
  - ✓ United Refining
  - ✓ Orloski's

51853 7244



# Retail Accrual Match Option

## 1997 Objective:

- 1) 50% match in contracted Package Outlets.
- 2) 50% match in contracted Carton Outlets.
- 3) 100% match in contracted CTS / RS accounts.

## Results :

	<u>1996 Base</u>	<u>1997 Results</u>
Package Outlets	22%	71%
Carton Outlets	17%	60%
CTS / RS Outlets	55%	95%

51853 7245



# Retail Accrual Match Option

## 1998 Objective:

- 1) 80% match in contracted Package Outlets.
- 2) 80% match in contracted Carton Outlets.
- 3) 100% match in contracted CTS / RS accounts.

## Status:

- Pack at 83%
- Carton at 82%
- CTS/RS at 95%



**BUFFALO REGION  
% RETAIL ACCOUNT MATCH  
PAYPOINT ANALYSIS  
INDEPENDENT CALLS**

**PACK:**

98 OBJECTIVE:

% OF CONTRACTED ACCTS.  
WITH RETAILER MATCH

		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
		W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH
SYRACUSE	80%	155	357	512	70%	102	398	500	80%												
ALBANY	93%	143	339	482	70%	75	403	478	84%												
BUFFALO	80%	106	235	341	69%	40	309	349	89%												
NASHUA	80%	84	237	321	74%	56	264	320	83%												
REG TOTAL	80%	488	1168	1656	71%	273	1374	1647	83%												

**CARTON:**

		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
		W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH
SYRACUSE	80%	6	18	24	75%	6	18	24	75%												
ALBANY	100%	1	8	9	89%	0	7	7	100%												
BUFFALO	80%	17	6	23	26%	4	15	19	79%												
NASHUA	80%	3	9	12	75%	1	10	11	91%												
REG TOTAL	80%	27	41	68	60%	11	50	61	82%												

**C/O:**

		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
		W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH	W/O RETAIL MATCH	WITH RETAIL MATCH	TOTAL ACCR. ACCTS	% WITH RETAIL MATCH
SYRACUSE	100%	4	34	38	89%	4	38	42	90%												
ALBANY	100%	3	24	27	89%	2	25	27	93%												
BUFFALO	100%	0	57	57	100%	0	12	12	100%												
NASHUA	100%	1	34	35	97%	0	34	34	100%												
REG TOTAL	100%	8	149	157	95%	6	109	115	95%												

51853 7247



**SYRACUSE DIVISION  
% RETAIL ACCRUAL MATCH  
PAYPOINT ANALYSIS  
INDEPENDENT CALLS**

PACK:		98 OBJECTIVE:	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH
		% OF CONTRACTED ACCTS. WITH RETAILER MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH
ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	80+%		16	22	38	58%	11	26	37	70%												
2	80+%		10	58	68	85%	5	64	69	93%												
4	80+%		26	29	55	53%	26	31	57	54%												
5	80+%		37	50	87	57%	11	63	74	85%												
6	80+%		27	30	57	53%	12	41	53	77%												
8	80+%		5	77	82	94%	3	78	81	96%												
9	80+%		15	36	51	71%	12	40	52	77%												
10	80+%		19	55	74	74%	22	55	77	71%												
DIVISION:		80%	155	357	512	70%	102	398	500	80%												

**CARTON:**

ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1																						
2	80+%		0	2	2	100%	0	1	1	100%												
4	80+%		4	0	4	0%	4	0	4	0%												
5																						
6																						
8	80+%		2	11	13	85%	2	12	14	85%												
9	80+%		0	5	5	100%	0	5	5	100%												
10																						
DIVISION:		80%	6	18	24	75%	6	18	24	75%												

**C/O:**

ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100%		1	14	15	93%	1	16	17	94%												
2	100%		0	1	1	100%	0	1	1	100%												
4	100%		1	4	5	80%	1	4	5	80%												
5	100%		1	1	2	50%	0	1	1	100%												
6	100%		0	3	3	100%	0	3	3	100%												
8	100%		0	4	4	100%	0	5	5	100%												
9	100%		0	4	4	100%	0	4	4	100%												
10	100%		1	3	4	75%	2	4	6	67%												
DIVISION:		100%	4	34	38	89%	4	38	42	90%												

51853 7248



INDEPENDENT PACK OUTLETS NOT MATCHING OUR ACCRUAL						
162301	177803	RICHARDS GROCERY	PLATTSBURGH	NY	CS	816 802
162301	130258	NADIM'S CORNER GROC	PLATTSBURGH	NY	CN	244 200
162301	502627	CHAMPLAIN FARMS	COLCHESTER	VT	CN	210 152
162301	623843	A AND B BEVERAGE	GRAND ISLE	VT	CN	189 156
162301	402300	ST DENIS GROCERY	PLATTSBURGH	NY	SF	186 197
162301	760781	BLOUINS BEVERAGE MKT	RICHFORD	VT	LQ	180 0
162301	623973	WAGON WHEEL PLAZA	ST ALBANS	VT	GS	174 141
162301	679124	BYRD'S COUNTRY STORE	WILLSBORO	NY	CN	165 135
162301	584358	WILSON'S COUNTRY STR	MILTON	VT	CN	159 123
162301	432200	SUNNY HOLLOW QUICK	COLCHESTER	VT	CN	147 81
162301	113967	KEELER BAY VARIETY	SOUTH HERO	VT	SF	146 101
162301	242763	MILTON BEV WAREHOUSE	MILTON	VT	CN	138 100
162301	290295	SHELDON MINI MART	SHELDON SPRINGS	VT	CN	135 112
162301	787715	BORDERVIEW GROCERY	CHAMPLAIN	NY	CN	119 139
162301	760782	MAYHEW'S CORNER STR.	RICHFORD	VT	CN	118 60
162301	767981	BILL'S MINI MART	MORRISONVILLE	NY	CN	115 73
162301	752635	SMOKE N NEWS EMPORIUM	PLATTSBURGH	NY	TB	113 113
162301	226793	LEWIS TRADING POST	LEWIS	NY	SF	110 110
162301	498171	SOUTHSIDE GROCERY	PLATTSBURGH	NY	CN	105 102
162301	113858	B & D SUPER MARKET	NORTH TROY	VT	SM	76 81
162302	508066	SHARKEY'S II	TICONDEROGA	NY	CN	250 257
162302	711841	ANCHOR BEVERAGE	S GLENS FALLS	NY	LQ	250 326
162302	766818	LUZERNE MARKET	LAKE LUZERNE	NY	CN	235 212
162302	177013	CHESTER MARKET	CHESTERTOWN	NY	CN	200 207
162302	699047	HEALD'S CITGO	POULTNEY	VT	CN	155 105
162302	177035	HARTFORD IGA	HARTFORD	NY	CN	150 148
162302	250716	BONFARE	S GLENS FALLS	NY	CN	150 222
162302	640167	ZENATH PETROLEUM	FORT EDWARD	NY	CN	150 0
162302	771336	EAST ROAD VARIETY	BENNINGTON	VT	CN	150 0
162302	114518	DUTCHIES MKT	WEST PAWLET	VT	CN	140 97
162302	651378	BOTTLES & CASES	BENNINGTON	VT	LQ	140 128
162302	766966	SHARKEY'S I	TICONDEROGA	NY	CN	140 250
162302	114599	WAYSIDE CNTRY STORE	WEST ARLINGTON	VT	CN	135 78
162302	177038	SCOTTIES VARIETY	GRANVILLE	NY	TB	130 114
162302	670993	FAITH ENTERPRISES	LAKE GEORGE	NY	CN	120 57
162302	177079	PUTORTIS BROADWAY MK	WHITEHALL	NY	CN	111 104
162302	573906	ZAFAR DAR & SONS PET	QUEENSBURY	NY	CN	110 45
162302	760741	LIBERTY MARKET	FAIR HAVEN	VT	CN	102 58
162302	705930	B&R GETTY	S GLENS FALLS	NY	CN	101 0
162302	705931	RIVERSIDE NICE&EASY	S GLENS FALLS	NY	CN	100 8
162302	737465	THE CORNER DELI	S GLENS FALLS	NY	CN	100 88
162302	737866	HUDSON MART	HUDSON FALLS	NY	CN	100 68
162302	748814	RUTH'S MINI MART	S GLENS FALLS	NY	CN	100 24
162302	771337	MAGUIRE'S MARKET	BENNINGTON	VT	CN	100 79
162303	489611	BALLTOWN SERVICE INC	ALBANY	NY	GS	521 97
162303	363861	FT PLAIN NEWS	FORT PLAIN	NY	TB	411 326
162303	767397	KETCHUM'S SERVICE	ALTAMONT	NY	GS	371 387
162303	175544	CHAZANS PHARMACY	ALBANY	NY	DG	210 157
162303	704360	DOLLAR PLACE	GUILDERLAND	NY	CS	206 182
162303	518334	WHAT NOT SHOP	SCHENECTADY	NY	OH	125 58
162303	649931	UNITED QUIK STOPS	ALBANY	NY	CN	122 144
162303	177457	FT PLAIN BIG M	FORT PLAIN	NY	SM	115 99
162303	794579	WESTMERE CITGO	ALBANY	NY	CN	100 0
162304	681800	LATHAM NEWS	LATHAM	NY	TB	250 122
162304	699172	ZZ PETROLEUM, INC.	BALLSTON SPA	NY	CN	229 231
162304	020910	COLONIAL DELI MART	WATERFORD	NY	CN	191 192
162304	469082	LATHAM CIRCLE MOBIL	LATHAM	NY	CN	189 162
162304	724732	GETTY MART #58704	BALLSTON SPA	NY	CN	175 116
162304	624483	U.S. FOOD MART	COHOES	NY	CN	143 107
162304	677775	GEMMETT RAINBOW	BALLSTON SPA	NY	CN	115 107
162304	619813	BOB'S GROCERY	TROY	NY	CN	108 102
162304	361644	WEVER MOBIL MART	HALFMOON	NY	CN	105 72
162304	176552	DICK & JERRY'S	GALWAY	NY	CN	100 77
162304	410914	SCHAGHTICOKE CARWASH	SCHAGHTICOKE	NY	CN	100 77
162304	450796	WILTON MOBIL MART	GANSEVOORT	NY	CN	100 86

51853 7249



INDEPENDENT CARTON OUTLETS NOT MATCHING OUR ACCRUAL:					
162301	633761	MINOR'S DISCOUNT BEV	ST ALBANS	VT	CS
				1597	1378

51853 7250



INDEPENDENT CIGARETTE OUTLETS NOT MATCHING OUR ACCRUAL.						
162301	633761	MINOR'S DISCOUNT BEV	ST ALBANS	VT CS	1597	1378
162302	636227	APOLLO FUELS	PAWLET	VT CS	600	66
162304	713344	WASH N DRY LAUNDRY	CORINTH	NY CS	770	0

51853 7251



**ALBANY DIVISION  
% RETAIL ACCRUAL MATCH  
PAYPOINT ANALYSIS  
INDEPENDENT CALLS**

PACK:		98 OBJECTIVE:	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH
		% OF CONTRACTED ACCTS. WITH RETAILER MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH
ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100%		20	26	46	57%	12	31	43	72%												
2	90%		23	8	31	26%	10	26	36	72%												
3	90%		8	46	54	85%	9	49	58	84%												
4	100%		14	34	48	71%	11	33	44	75%												
5	90%		21	53	74	72%	21	53	74	72%												
6	100%		3	56	59	95%	3	56	59	95%												
7	90%		15	43	58	74%	0	50	50	100%												
8	90%		23	44	67	68%	9	60	69	87%												
9	90%		16	29	45	64%	0	45	45	100%												
DIVISION:	93%		143	339	482	70%	75	403	478	84%												

**CARTON:**

ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100%		1	1	2	50%	0	1	1	100%												
2	100%																					
3	100%																					
4	100%		0	1	1	100%	0	1	1	100%												
5	100%																					
6	100%		0	2	2	100%	0	1	1	100%												
7	100%																					
8	100%		0	1	1	100%	0	1	1	100%												
9	100%		0	3	3	100%	0	3	3	100%												
DIVISION:	100%		1	8	9	89%	0	7	7	100%												

**C/O:**

ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100%		1	2	3	67%	0	3	3	100%												
2	100%		1	11	12	92%	1	8	9	89%												
3	100%		0	4	4	100%	0	4	4	100%												
4	100%		1	5	6	83%	1	8	9	89%												
5	100%																					
6	100%		0	1	1	100%	0	1	1	100%												
7	100%		0	1	1	100%	0	1	1	100%												
8	100%																					
9	100%																					
DIVISION:	100%		3	24	27	89%	2	25	27	93%												

51853 7252



**BUFFALO DIVISION  
% RETAIL ACCRUAL MATCH  
PAYPOINT ANALYSIS  
INDEPENDENT CALLS**

PACK:	98 OBJECTIVE:				W/O WITH TOTAL % WITH				W/O WITH TOTAL % WITH				W/O WITH TOTAL % WITH				W/O WITH TOTAL % WITH				W/O WITH TOTAL % WITH				
	% OF CONTRACTED ACCTS.				RETAIL	RETAIL	ACCR.	RETAIL	RETAIL	RETAIL	ACCR.	RETAIL	RETAIL	RETAIL	ACCR.	RETAIL	RETAIL	RETAIL	ACCR.	RETAIL	RETAIL	RETAIL	ACCR.	RETAIL	
	WITH RETAILER MATCH				MATCH	MATCH	ACCTS	MATCH	MATCH	MATCH	ACCTS	MATCH	MATCH	MATCH	ACCTS	MATCH	MATCH	MATCH	ACCTS	MATCH	MATCH	MATCH	ACCTS	MATCH	
					Dec-97				Mar-98				Jun-98				Sep-98				Dec-98				
ASSIGNMENT:	1	80%	19	45	64	70%	5	63	68	93%															
	2	80%	20	34	54	63%	2	48	50	96%															
	3	80+%	0	39	39	100%	0	40	40	100%															
	4	80+%	3	49	52	94%	3	54	57	95%															
	5	80%	40	31	71	44%	20	47	67	70%															
	6	80+%	3	19	22	86%	1	24	25	96%															
	7	80%	21	18	39	46%	9	33	42	79%															
DIVISION:	80%	106	235	341	69%	40	309	349	89%																

**CARTON:**

ASSIGNMENT:		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1																					
2																					
3																					
4	80%	2	0	2	0%	2	0	2	0%												
5	80%	5	1	6	17%	1	2	3	67%												
6	100%	0	1	1	100%	0	1	1	100%												
7	80%	10	4	14	29%	1	12	13	92%												
DIVISION:	80%	17	6	23	26%	4	15	19	79%												

**C/O:**

ASSIGNMENT:		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1						0	2	2	100%												
2						0	1	1	100%												
3	100%	0	17	17	100%	0	1	1	100%												
4																					
5	100%	0	2	2	100%	0	2	2	100%												
6	100%	0	35	35	100%	0	2	2	100%												
7	100%	0	3	3	100%	0	5	5	100%												
DIVISION:	100%	0	57	57	100%	0	12	12	100%												

51853 7253

Buffalo Division reservations not included in Buffalo Division numbers.



**NASHUA DIVISION  
% RETAIL ACCRUAL MATCH  
PAYPOINT ANALYSIS  
INDEPENDENT CALLS**

PACK:		98 OBJECTIVE:	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH	W/O	WITH	TOTAL	% WITH
		% OF CONTRACTED ACCTS. WITH RETAILER MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH	RETAIL MATCH	RETAIL MATCH	ACCR. ACCTS	RETAIL MATCH
ASSIGNMENT:			Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	90		7	49	56	88%	2	51	53	96%												
2	90		8	33	41	80%	4	37	41	90%												
3	90		16	35	51	69%	8	47	55	85%												
4	90		5	26	31	84%	3	32	35	91%												
5	80		16	30	46	65%	11	32	43	74%												
6	90		21	39	60	68%	19	39	58	67%												
7	85		11	25	36	69%	9	26	35	74%												
DIVISION:	80		84	237	321	74%	56	264	320	83%												

**CARTON:**

ASSIGNMENT:		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100																				
2	90		0	3	3	100%	0	3	3	100%											
3	100		1	1	2	50%	1	1	2	50%											
4	100		1	2	3	67%	0	2	2	100%											
5	100		1	0	1	0%	0	1	1	100%											
6	100		0	2	2	100%	0	2	2	100%											
7	100		0	1	1	100%	0	1	1	100%											
DIVISION:	80		3	9	12	75%	1	10	11	91%											

**C/O:**

ASSIGNMENT:		Dec-97				Mar-98				Jun-98				Sep-98				Dec-98			
1	100		0	2	2	100%	0	2	2	100%											
2	100		1	2	3	67%	0	2	2	100%											
3	100		0	1	1	100%	0	1	1	100%											
4	100		0	13	13	100%	0	13	13	100%											
5	100		0	10	10	100%	0	10	10	100%											
6																					
7	100		0	6	6	100%	0	6	6	100%											
DIVISION:	100		1	34	35	97%	0	34	34	100%											

51853 7254



**Individual  
Business Plans**

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51853 7255



JOHN CHICCARELLI

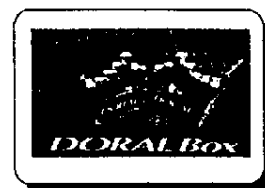
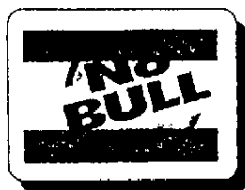
# 1998 OBJECTIVES



GOALS  
AND  
STRATEGIES

51853 7256





## Availability

- ☐ Achieve 98% availability on Winston and Camel base brands by **2/28/98** and maintain.
- ☐ Achieve 95% availability on Winston opportunity brands by **3/31/98** and maintain. To include both Ultra Box styles, Light 85 & 100's and Light Box & Light Box 100's.
- ☐ Achieve 95% availability on Camel opportunity brands by **3/31/98** and maintain. To include both Menthol, Wides, and Kamel styles.
- ☐ Achieve 95% availability on all Doral work plan brands including Box styles by **3/31/98**

## ACTION PLAN

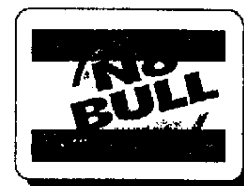
- ✓ Utilize Product Availability Report to seek out problem accounts.
- ✓ Target problem stores and **OVERCALL** on until situation is rectified.
- ✓ Identify the problem using the discovery process, and utilize needs selling to fix for the long term.
- ✓ Help account to establish proper ordering procedures, Using RJR Order Guides.
- ✓ Recruit Wholesaler, Jobber Rep, as partner for assistance.
- ✓ Be creative with display dollars to gain distribution and secure availability.
- ✓ **Attack the problem with a sense of urgency.**

51853 7257





# PRESENCE



## PACKAGE AND CARTON OUTLETS

- ☐ Increase independent level 2/3 contracts to 80+ % of all package contracts within assignment ( excluding RA's ) by decreasing the current number of level 1 ( 15 ) and enhancing to level 2/3. Focus on the targeted stores: **Cathi & Dons, GMB Discount, Proctors Store, Gregs Meat Market, Kingsbury Country, Lyles Superette, Stinsons Village, Jakes Market, and Dayton's Store.**
- ☐ Maintain / decrease the 3 PM exclusive accounts of which 2 are also RJR Lockouts. Focus upon **Vergennes Variety** and **Clarks IGA** ( where prudent ). Additionally, **Cannan Cash Market** is a RJR lockout which is not a PM exclusive.
- ☐ Decrease the number of Independent pack calls where RJR does not have contracted presence but is neither a PM exclusive or RJR lockout. Focus on **Small City Market.**
- ☐ Maintain / Improve RJR's current contracted presence in **South Main Yankee** chain. Secure Level 2 or 3 position in **Dart 2** location and maintain RA contracts in **Woodstock** and **Ascutney** locations.
- ☐ Maintain / Improve current contracted presence in the **Foodstop** chain.
- ☐ Maintain / Improve contracted presence in the **Bradford Oil** chain.
- ☐ Seek Level 2 contracted presence in the **Sherman V. Allen** chain.
- ☐ Through the discovery process, identify key carton players and maintain, gain and or improve needed presence. Focus on **Birney's Mini Mart.**

51853 7258



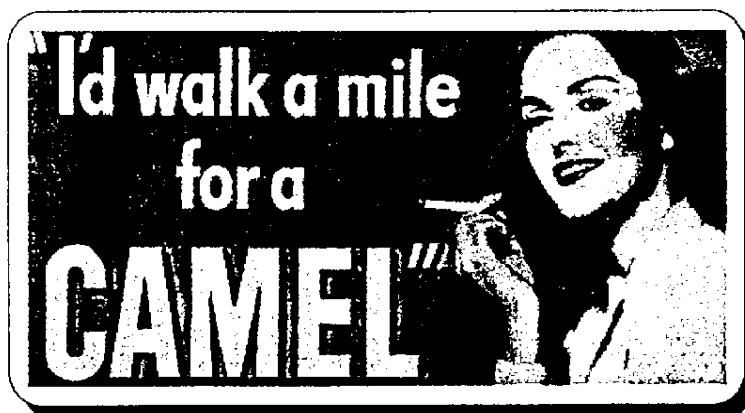


## ACTION PLAN

- ✓ Utilize the **bundling approach** in targeted accounts to enhance contracted presence.
- ✓ Again, **attack with a sense of urgency**. In the State of Vermont, legislation has already been passed which will change the retail environment to all non self-service by January 1, 1999. Federally, the future is uncertain. Now is the time to capitalize on all available RDA dollars, promotions, and displays to maximize potential share growth and profits for both RJR and Retailer.
- ✓ With the Winston equity test being conducted, dedicating separate displays for both Camel and Winston has become even more important. Each brand now has different promotions denominations, and time frame. Dedicated displays help to minimize consumer and retailer confusion.
- ✓ Maximize flexibility potential of APD displays to address space concerns.

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## CIGARETTE TOBACCO STORES

- ☐ Maintain year end 1997 CIV contracted universe in T & R Sidelines (Level 2 Enhanced) and West Addison General Store (High Savings). Continue presentation to West Addison General to obtain Level 2 Enhanced contract.

### ACTION PLAN

- ✓ Seed has been planted in West Addison general to re-merchandise entire Cigarette department, with a view to a Zone merchandising concept.
- ✓ T&R Sidelines: In 1997 a serious look at the 3 P's was addressed. Inadequate advertising, Display placement, and savings promotions were identified as weak links. After addressing these concerns, in the second half of 1997, FP SOC grew 3.4% to (35.8%) and BS SOC grew 7% to (28%).

## PDI PLACEMENT AT RETAIL

- ☐ Insure 100% is placed at retail by 6/30/98

### ACTION PLAN

- ✓ Maintain manual tracking sheet to insure placement of PDI is used in the most effective locations as well as meeting time frame.

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## PROMOTION

### RETAIL ACCRUAL MATCH

- ☐ Achieve 90% Match Option in contracted package outlets.
- ☐ Achieve 90% Match Option in contracted carton outlets.
- ☐ Achieve 100% Match Option in CTS outlets.
- ☐ Insure 25% usage / reporting each Quarter during 1998 with 100% usage by year's end.
- ☐ Insure Retailer Match option is included on each quarter's promotion sheet for a true PARTNER POINT OF DIFFERENCE.

### ACTION PLAN

- ✓ Target the 6 stores remaining, without Accrual Match. **Bellomo's, Benny's, Harrington's, Leo's, Main Street Cash, and Otter Valley.**
- ✓ Utilize Needs Selling, Bundling approach, and Partnership to create potential point of difference programs to achieve objective.

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## PRICING STRATEGIES

- ☐ Utilize RJR,s resources for a true BUNDLING approach to positively impact the retailer's profitability and RJR's 3 P's
- ☐ Winston Equity: Match Marlboro tactic for tactic in all PARTNER ACCOUNTS with the exception of up to +\$.50 per carton in CTS locations to obtain a true point of difference using the Retailer's Accrual Match. Maintain current \$1.50 off carton in CTS locations during plan A periods.
- ☐ Camel: Insure 1.3 weeks of an average weeks business on displayed product per month during Plan A periods. Match Marlboro during Plan B periods or GAP whichever is greater. (Excluding CTS Stores).
- ☐ Doral: Follow ceiling strategy in all partner outlets. Implement our Doral EDLP where prudent. E-mail DM monthly with updated comprehensive list of stores.
- ☐ VAP: Maximize throughout assignment in 100% of contracted PARTNER ACCOUNTS and other prudent non PM Exclusive and or non RJR Lockout accounts.

## ACTION PLAN

- ✓ Continue to sell accounts on proper pricing strategies for maximum profits.
- ✓ Utilize Profit Percentage Wheel, as well as Penny Profit presentation in laptop to address Gouging situations.
- ✓ Defend Camel business per GAP strategy in PARTNER ACCOUNTS using maximum allowable discount, where prudent.

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## PRODUCTIVITY

### CALL PER DAY

- ☐ Through proper planning, discovering and implementing alternative methods, average making 8.5 calls per day ( Holidays, Vacations and Meetings excluded ).

### COVERAGE

- ☐ Insure 100% coverage is achieved for each reporting period, inclusive of quarterly calls.

### PLANNING

- ☐ Prepare and follow monthly schedule.
- ☐ Insure DM receives a copy of schedule by the 25th of the preceding month.
- ☐ Prepare Quarterly promotional sheets for 100% of RJR partner accounts during the second month of each quarter for the following quarter. These sheets are to be delivered and discussed with the retailer and Retail Rep's during the last month of the quarter, prior to the start of the new quarter. Insure quantities are listed by brand family, to include any and all buydowns ( for bundling explanations). 25% of Accrual Match to be included each period.
- ☐ Business Building Plans: To be developed for each partner account, which specifically document issues / opportunities to grow Retailer's profit and sales; and RJR's sales and share of market. Objectives are to be specific with anticipated SOM growth on RJR brands. These plans are to be used for pre-call knowledge and monthly planning.

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## ALTERNATIVE METHODS

- ☐ Insure all Partner stores handle buydown invoices, keep contracted displays filled properly, maintain our POS / PDI and place pricing POS during increase periods and between Plan A & B periods.
- ☐ Utilize the LAPTOP to be more effective and efficient with monthly scheduling preparation of QUARTERLY PROMOTION SHEETS.

## ACTION PLAN

- ✓ Planning is the key to achieving call count, and coverage objectives. Only a well thought out action plan, in the form of a monthly schedule, will allow you to make each call with a specific purpose, ensuring these and other objectives are met.
- ✓ Just as planning is critical, so is proper communication and accuracy. The information on the Quarterly Planning Sheets needs to be as accurate as possible going into each quarter, then conveyed to both the Retailer and Retail Rep's ASAP
- ✓ Maintain a Master sheet of entire assignment containing certain information. IE: GAP amount, Kamel Display and / or Winston Ultra display authorization, and notes for accrual spending.

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## Market Share

Chain Name: Smoker's Outlet

### Objective/Results

	Base		98 Region	98 Chain	1st quarter	2nd quarter	3rd quarter	4th quarter
	YTD '97	YTD '98	Objective	Objective	YTD vs. Objective	YTD vs. Objective	YTD vs. Objective	YTD vs. Objective
Total RJR SOM	38.65%	40.83%	Maintain	38.65%	2.18%			
RJR Full Price SOC	31.19%	32.99%	-0.08%	31.11%	1.88%			
Camel (x-Reg) SOC	10.15%	9.12%	.44%	10.59%	-1.47%			
Total Winston SOC	11.33%	13.09%	0.15%	11.48%	1.61%			
Salem SOC	5.76%	6.64%	Maintain	5.76%	0.88%			
RJR SOSC	48.54%	50.14%	Maintain	48.54%	1.60%			
Doral SOSC	25.66%	28.55%	1.13%	26.79%	1.76%			
Monarch SOSC	15.98%	16.56%	Maintain	15.98%	0.58%			
RJR P/L SOSC	6.72%	4.97%	Maintain	6.72%	-1.75%			

### YTD Analysis:

#### 1st Quarter Action Plan:

- 1) Ensure Salem is matched up against Newport and Kool.
- 2) Defend our business against PM.
- 3) Begin to work package promotions in CTS location.

#### 2nd Quarter Action Plan:

- 1) Defend our business against PM
- 2) Work VAP promotions in all Smoker's Outlets
- 3) Price Master is priced correctly
- 4) Direct Marketing Program

#### 3rd Quarter Action Plan:

#### 4th Quarter Action Plan:

**1st Quarter Results:** Reduced Monarch to \$2.00 off in PA stores, did not affect the business.

- Salem matched up against Kool & Newport
- Defended our business against PM
- NO package promotions due to limited Region allocations

#### 2nd Quarter Results:

#### 3rd Quarter Results:

#### 4th Quarter Results:

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## ***Product Availability***

**Chain Name:**Smoker's Outlet

**Objective:**

100% distribution on all key brands that I identify.

Ensure permanent home on our merchandisers, communicate in plan-o-grams sent to field.

**1st Quarter Action Plan:**

1) Continue to monitor product availability.

**1st Quarter Results:**

100% distribution on all key brands.

**2nd Quarter Action Plan:**

1) Continue to monitor product availability

**2nd Quarter Results:**

**3rd Quarter Action Plan:**

**3rd Quarter Results:**

**4th Quarter Action Plan:**

**4th Quarter Results:**

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SMOKERS OUTLET  
PRODUCT AVAILABILITY

SMOKERS OUTLET	Thru 12/97		Thru 1/98	Thru 2/98	Thru 3/98	Thru 4/98	Thru 5/98	Thru 6/98	Thru 7/98	Thru 8/98	Thru 9/98	Thru 10/98	Thru 11/98	Thru 12/98
Brand:	% ACCTS With	1998 Objective	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH	% ACCTS WITH
CAMEL F 85 HP	100.0	95+%	100.0	100.0	100.0	100.0								
CAMEL LTS F 85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
CAMEL LTS F 85 HP	100.0	95+%	100.0	100.0	100.0	100.0								
CAMEL F 85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
CAMEL L M 83 BX	100.0	90+%	100.0	100.0	100.0	100.0								
CAMEL M 83 BX	100.0	90+%	100.0	100.0	100.0	100.0								
*CAM WIDE F 79 HP	100.0	85+%	100.0	100.0	100.0	100.0								
*CAM WIDE LF 79 HP	100.0	85+%	100.0	100.0	100.0	100.0								
*RED KAMEL FF	100.0	95+%	100.0	100.0	100.0	100.0								
*RED KAMEL LTS	100.0	95+%	100.0	100.0	100.0	100.0								
DORAL LTS M 100	100.0	95+%	100.0	100.0	100.0	100.0								
DORAL ULT F 100	100.0	95+%	100.0	100.0	100.0	100.0								
DORAL LTS F 100	100.0	95+%	100.0	100.0	100.0	100.0								
DORAL LTS F 85	100.0	95+%	83.3	100.0	100.0	100.0								
DORAL F 100	100.0	95+%	100.0	100.0	100.0	100.0								
DORAL F85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
*DORAL FF 100 BX	100.0	95+%	100.0	100.0	100.0	100.0								
*DORAL LTS 100 BX	100.0	95+%	83.3	100.0	100.0	100.0								
SALEM M 85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON LTS F 100 SP	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON F 85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON F 85 BX	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON LTS F 85 SP	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON LTS F 85 BX	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON F 100	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON LT F 100 BX	100.0	95+%	100.0	100.0	100.0	100.0								
WINSTON ULTRA BX	100.0	90%+	83.3	100.0	100.0	100.0								
WINSTON ULTRA 100 BX	100.0	90%+	100.0	100.0	100.0	100.0								

\* REGION BRAND

FOR ACCOUNTS WITH 75 PLUS CARTONS PER WEEK - WITH FREQUENCY

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RMD



## ***Presence***

**Chain Name:**Smoker's Outlet

### **Objective:**

Ensure RJR's space/signage is equal to RJR's SOM.

Gain package racks where comp. racks or my space on comp. fixture in secondary position equal to RJR's SOM.

Place Price Master MFD displays where space permits.

### **1st Quarter Action Plan:**

- 1) Address the package rack issue in Titusville.
- 2) Place some new CTS signage.

### **1st Quarter Results:**

Addressed the comp. package fixture in Titusville, this rack will be replaced with PM OPM. We gained a 3' waterfall rack. CTS signage on back order.

### **2nd Quarter Action Plan:**

- 1) Survey each store to ensure our SOM equals our space/signage
- 2) When available, place new CTS signage
- 3) Sell MFD displays for Price Master

### **2nd Quarter Results:**

### **3rd Quarter Action Plan:**

### **3rd Quarter Results:**

### **4th Quarter Action Plan:**

### **4th Quarter Results:**

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## Promotion

**Chain Name:**Smoker's Outlet

**Objective:**

- Chain makes and ships signage for our promotions
- Ensure permanent home for our promotions
- Develop quarterly promotional calendars
- Direct Marketing Program

**1st Quarter Action Plan:**

- 1) Defend our business against PM 50¢ higher on Camel and Winston.
- 2) Begin using VAP promotions
- 3) Ensure permanent home for promotions.

**2nd Quarter Action Plan:**

- 1) Establish absolute pricing for Direct Marketing program
- 2) Defend our business at 50¢ higher against PM
- 3) VAP promotions begin shipping

**3rd Quarter Action Plan:**

**4th Quarter Action Plan:**

**Short Term Goals:**

**Long Term Goals:**

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**1st Quarter Results:**

- Defended our Camel, Winston at \$3.00 against PM
- VAP promotions on hold due to limited Region allocations
- Permanent home for our promotions in all locations

**2nd Quarter Results:**

**3rd Quarter Results:**

**4th Quarter Results:**

**Short Term Results:**

**Long Term Results:**



**Doral/Monarch  
Plan**

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# Buffalo Region

## Doral/Monarch 1998 Plan

### Objective:

- Maintain RJR's leadership position in the share of savings business.
- Continue our long and steady growth on Doral.
- Transition Monarch pricing strategies from ceiling strategy to E.D.L.P. without losing dramatic business.

### Strategy:

**Sell Monarch as E.D.L.P. "House Brand"**

✓ **Private Label strategy**

- In non-E.D.L.P. accounts, price discount Monarch (if any) by no more than \$1.00 less than Doral discount rate.

ie: Doral Discount = \$3.00

Monarch Discount = \$2.00



# Doral/Monarch 1998 Plan

(cont'd)

## RJR E.D.L.P. Selling Tactics:

- Monarch is a strong, well developed "House Brand".
- While the predominate savings discount rate is at \$3.00, we can offer \$3.40 per carton allowance - \$3.00 discount ceiling and 40¢ per carton additional Retailer profit.

## Evaluation:

- Results of Monarch E.D.L.P. agreements (must be maintained as E.D.L.P. or off the program).
- Penetration of Monarch E.D.L.P. agreements in markets and percent of volume it represents.
- RBM to measure/report results on-going.

## Expectations:

- Leverage Monarchs strength to secure E.D.L.P. agreements and maintain/grow RJR share of savings category in a very effective and profitable manner.

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# MARLIN DATA

	FULL PRICED S.O.C.	ALL SAVINGS S.O.C.	BRANDED SAVINGS S.O.C.	P.L. S.O.C.
R.J. REYNOLDS	19.38	36.91	33.82	46.73
PHILIP MORRIS	57.12	17.69	22.26	3.16
B.A.T.	8.63	27.42	25.93	32.14
LORILLARD	13.21	6.62	8.71	0
LIGGETT	1.19	3.55	3.52	3.64
TOTAL MIX	70.63	29.37	22.22	7.15

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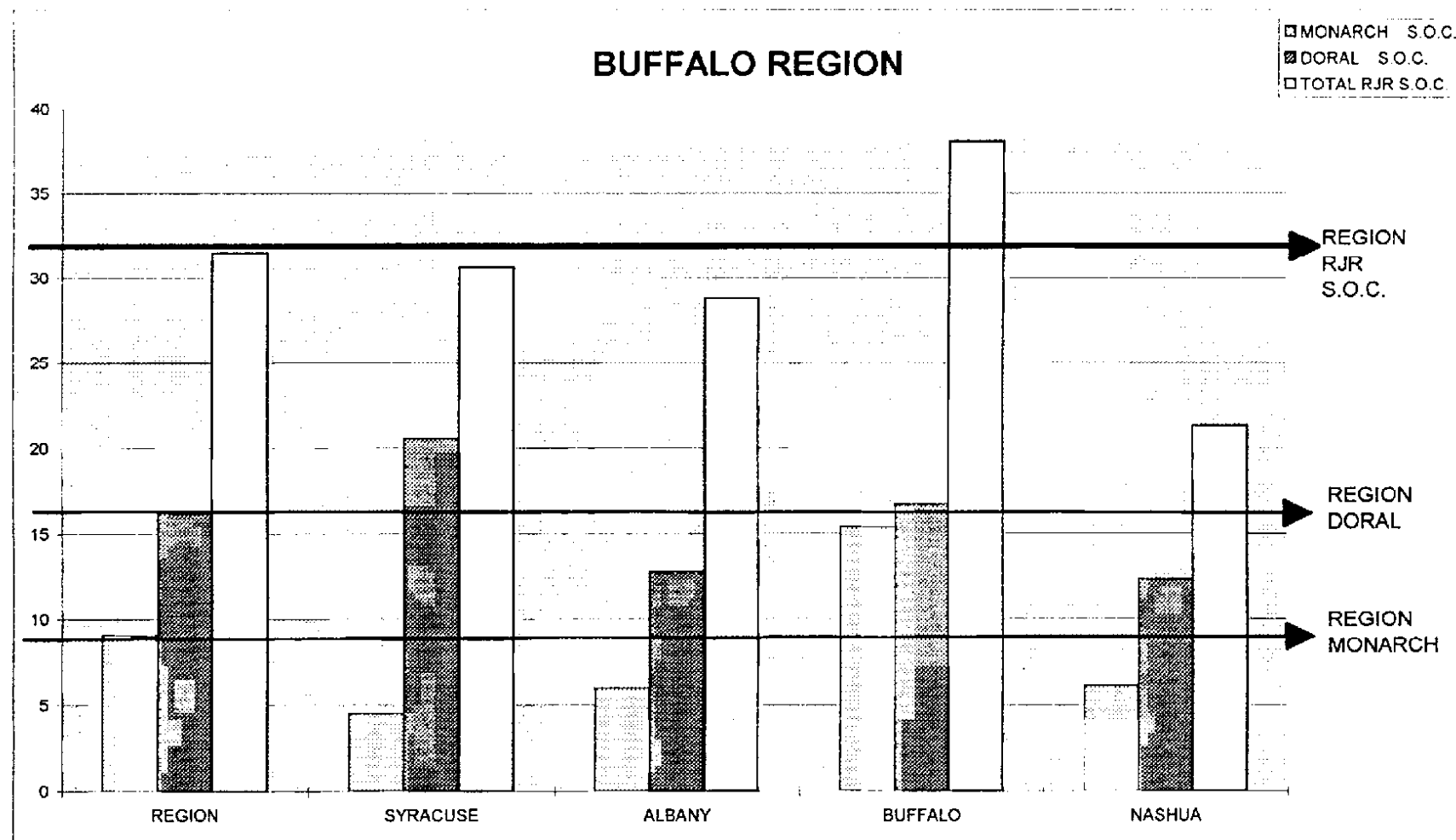
# Buffalo Region

## Share of Savings Business

	<u>Share of Category</u>	<u>Share of RJR Savings</u>
<b>Total RJR</b>	<b>36.91%</b>	
<b>Doral</b>	<b>17.48%</b>	<b>49.00%</b>
<b>Monarch</b>	<b>7.57%</b>	<b>21.02%</b>
<b>Forsyth</b>	<b>10.16%</b>	<b>28.50%</b>

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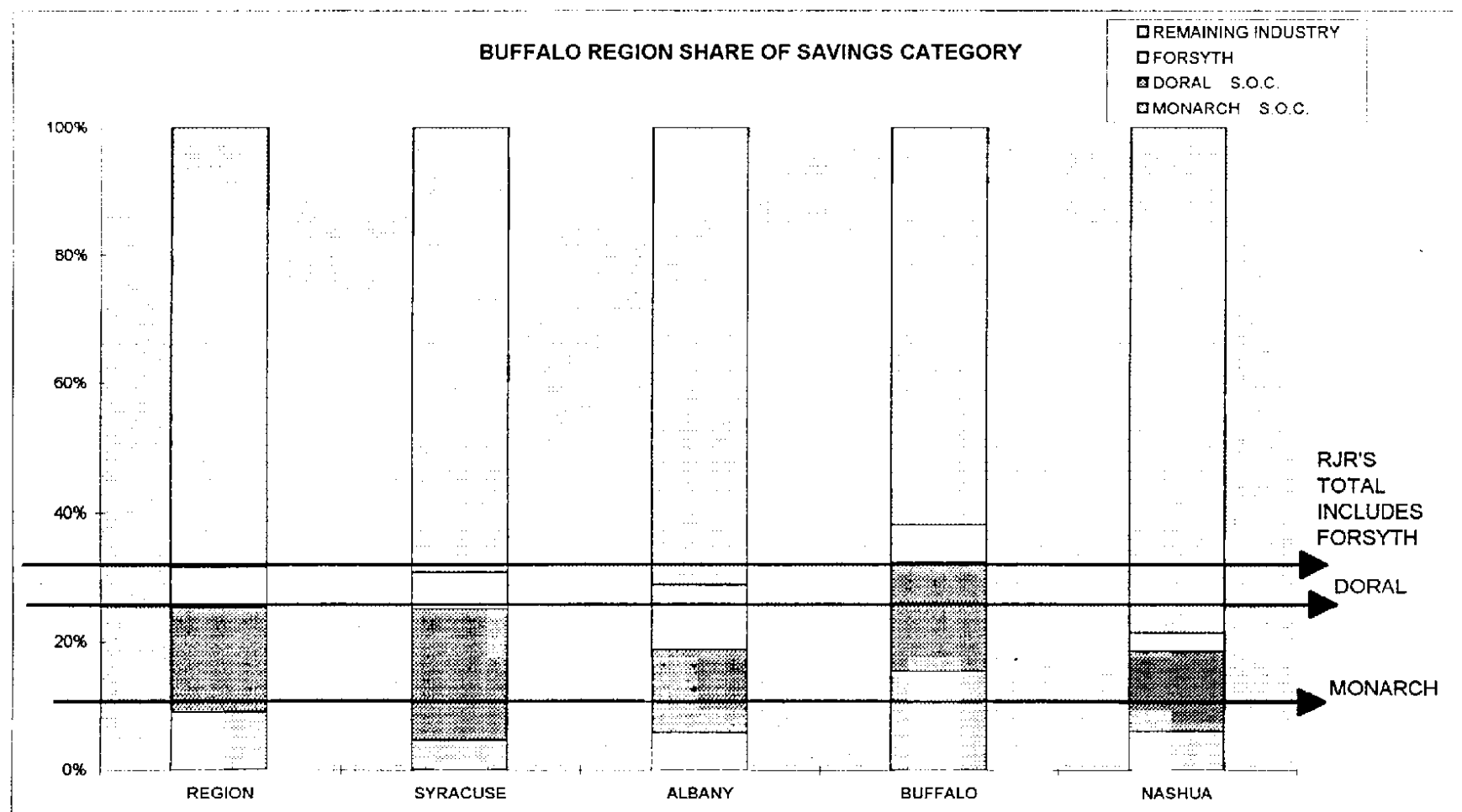




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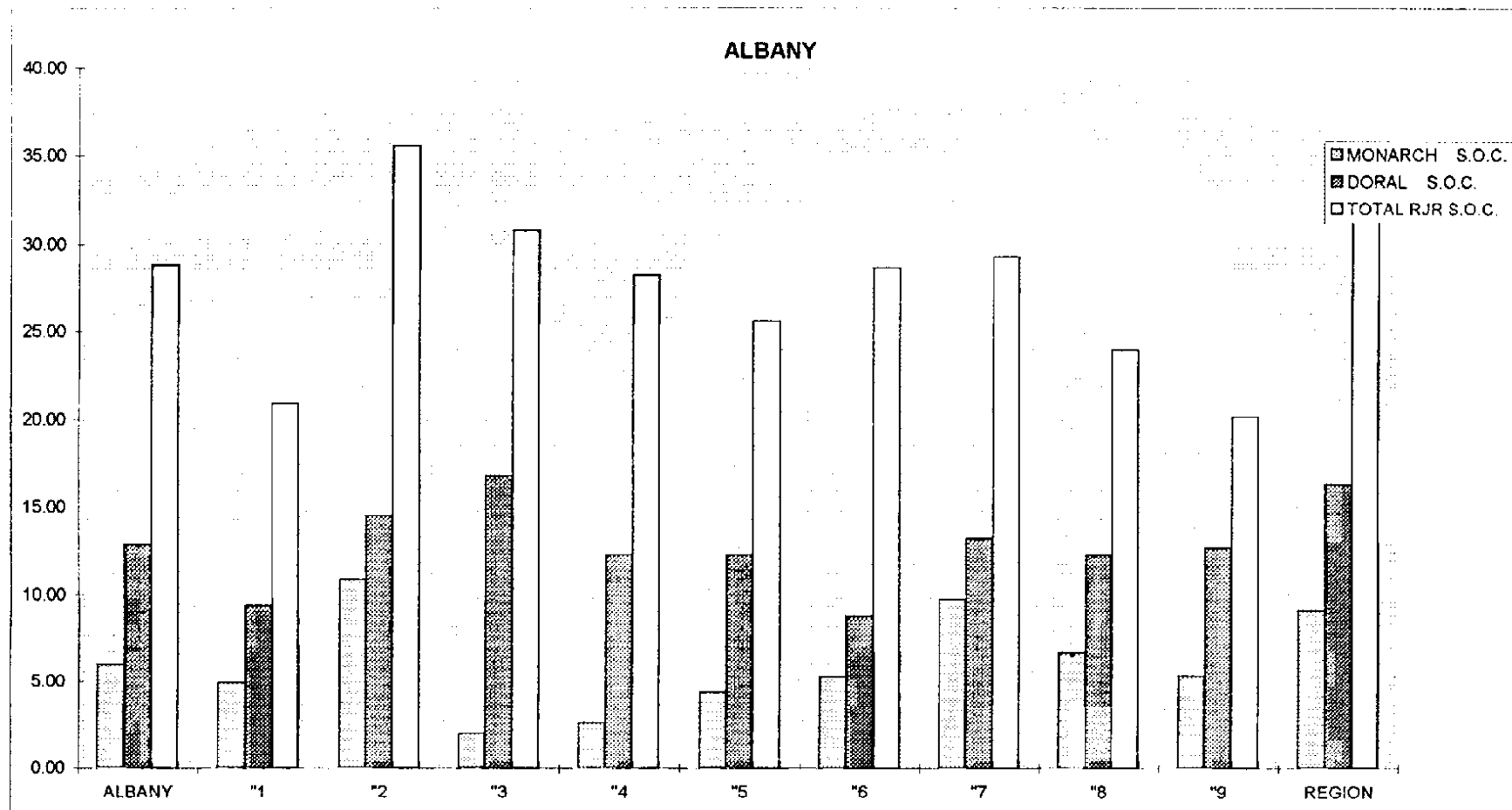




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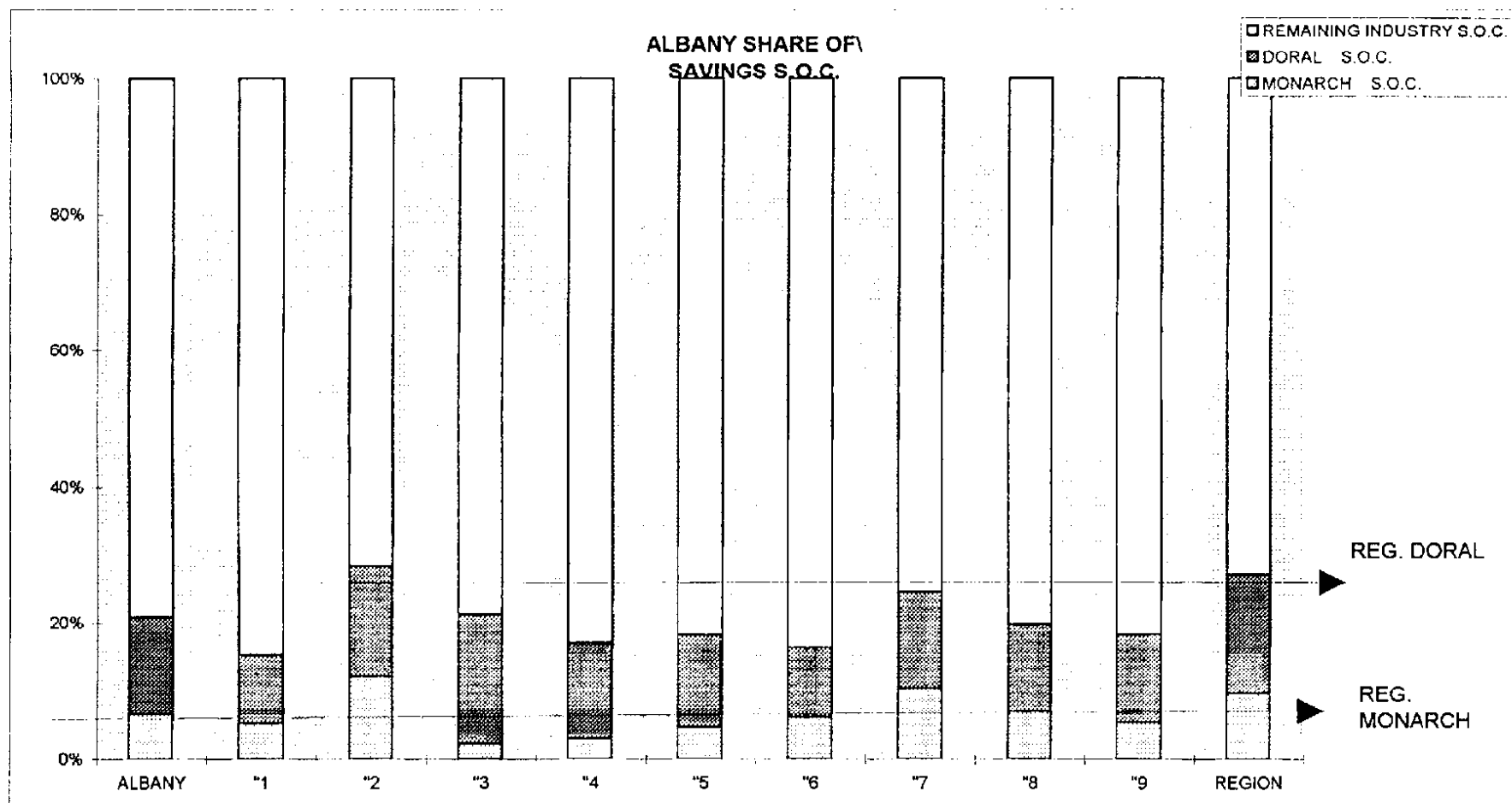




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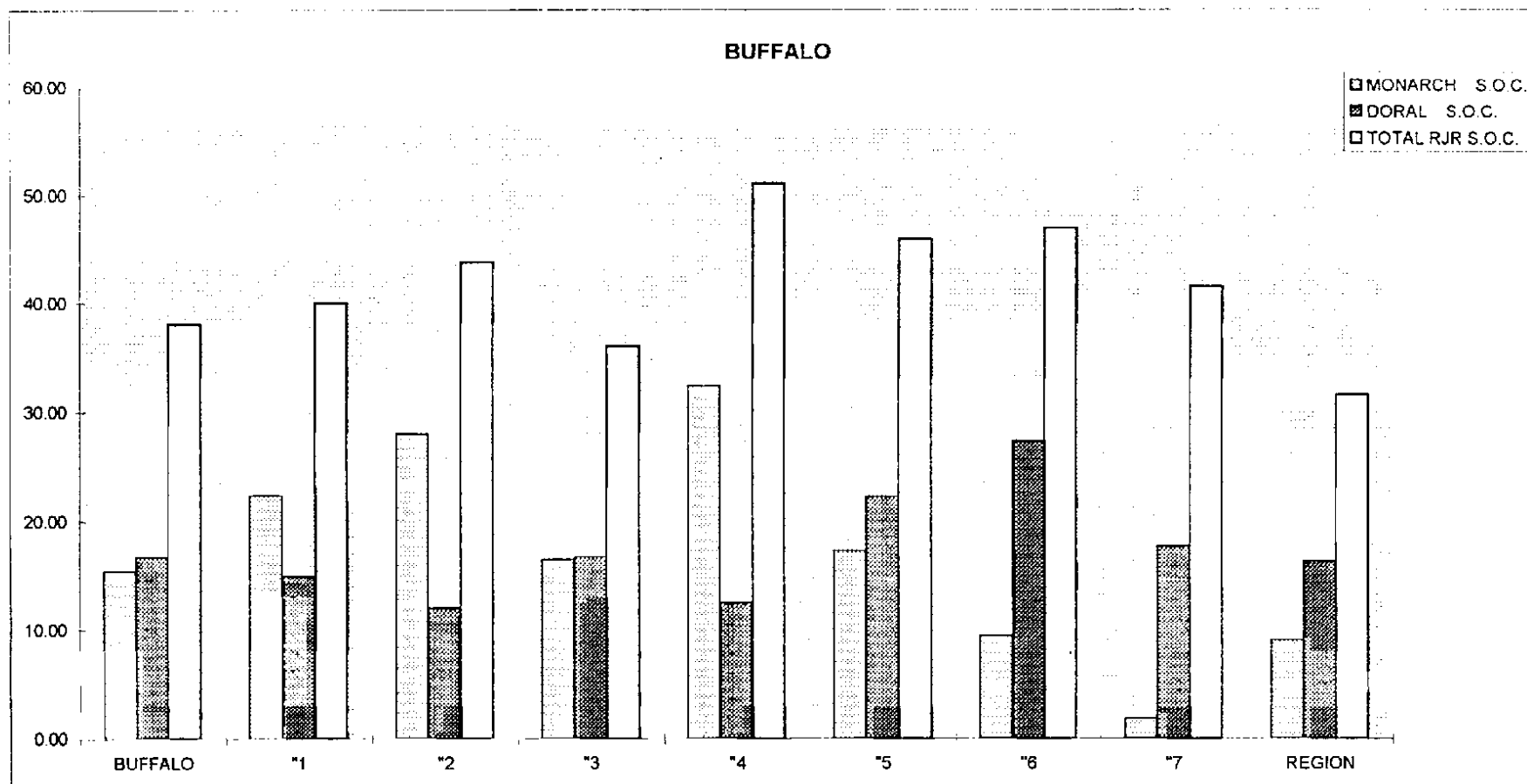




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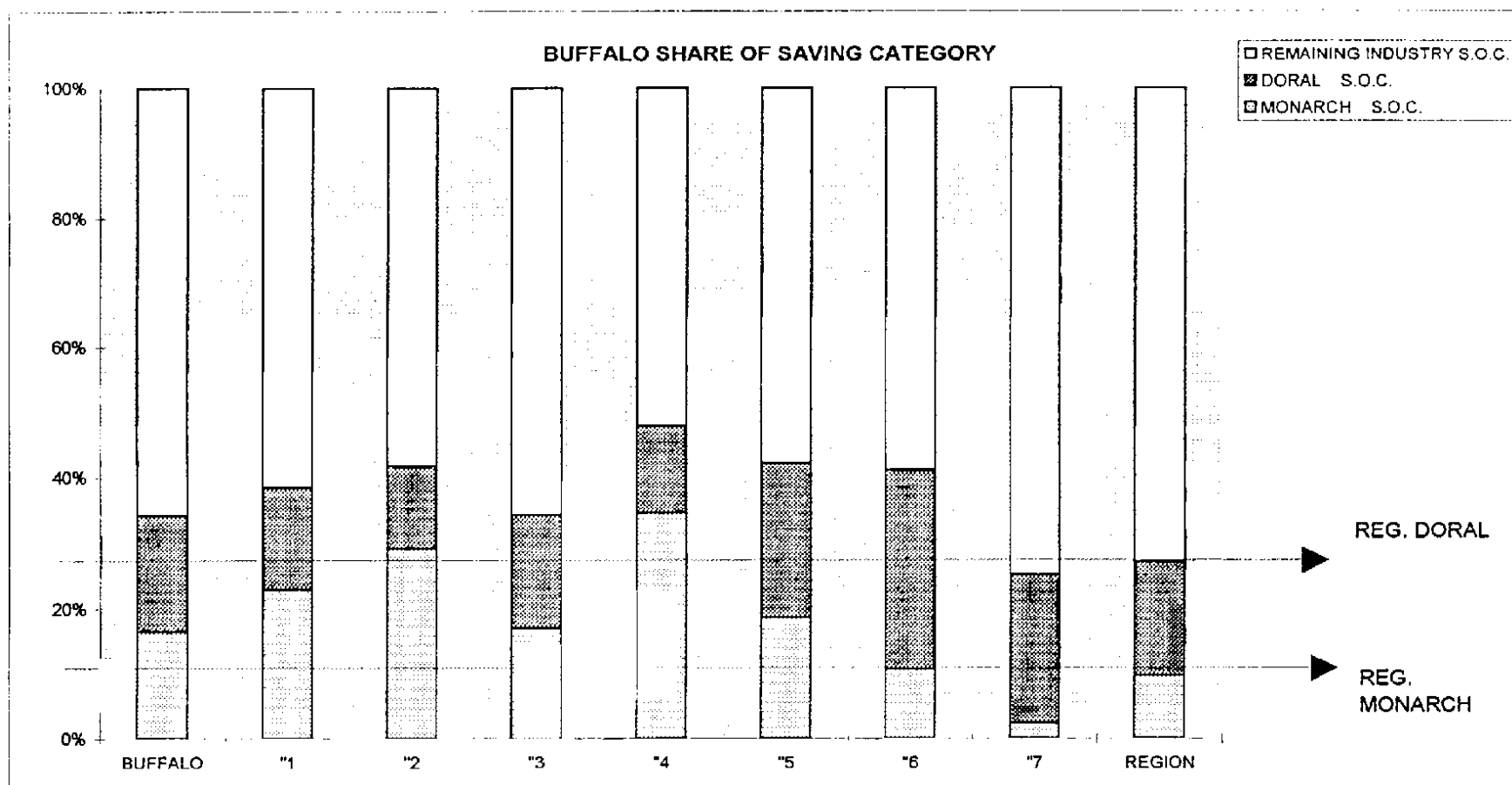




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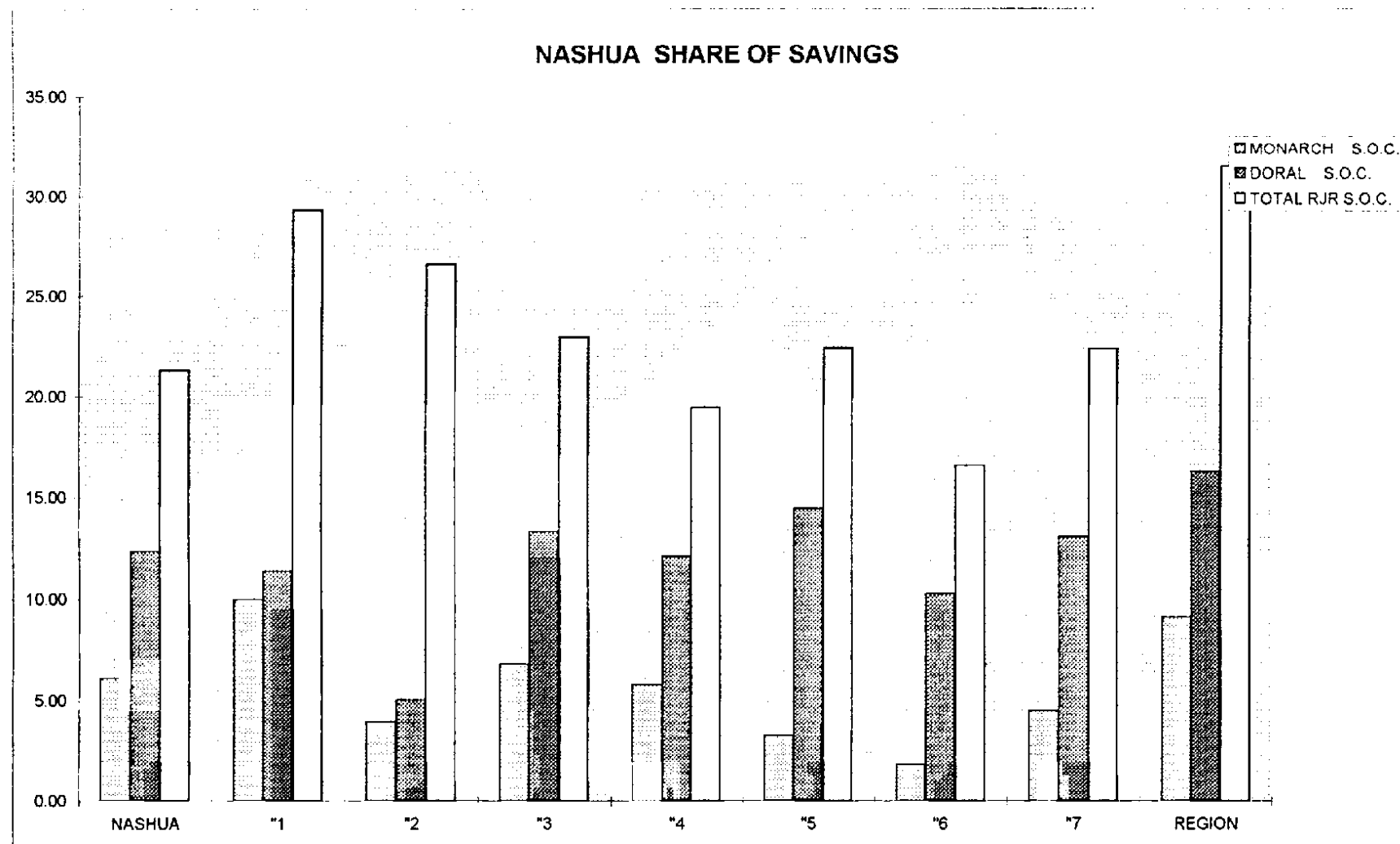




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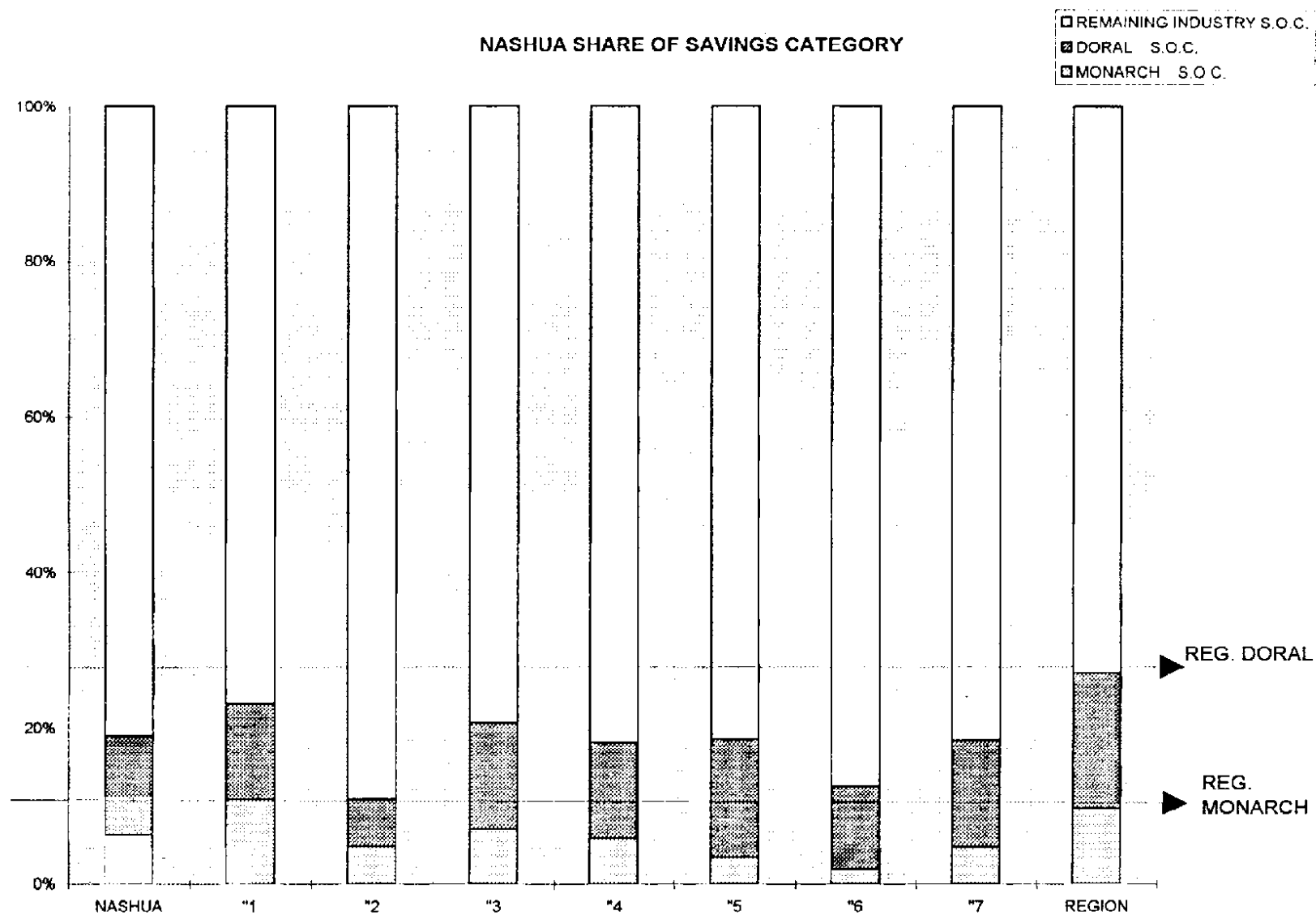




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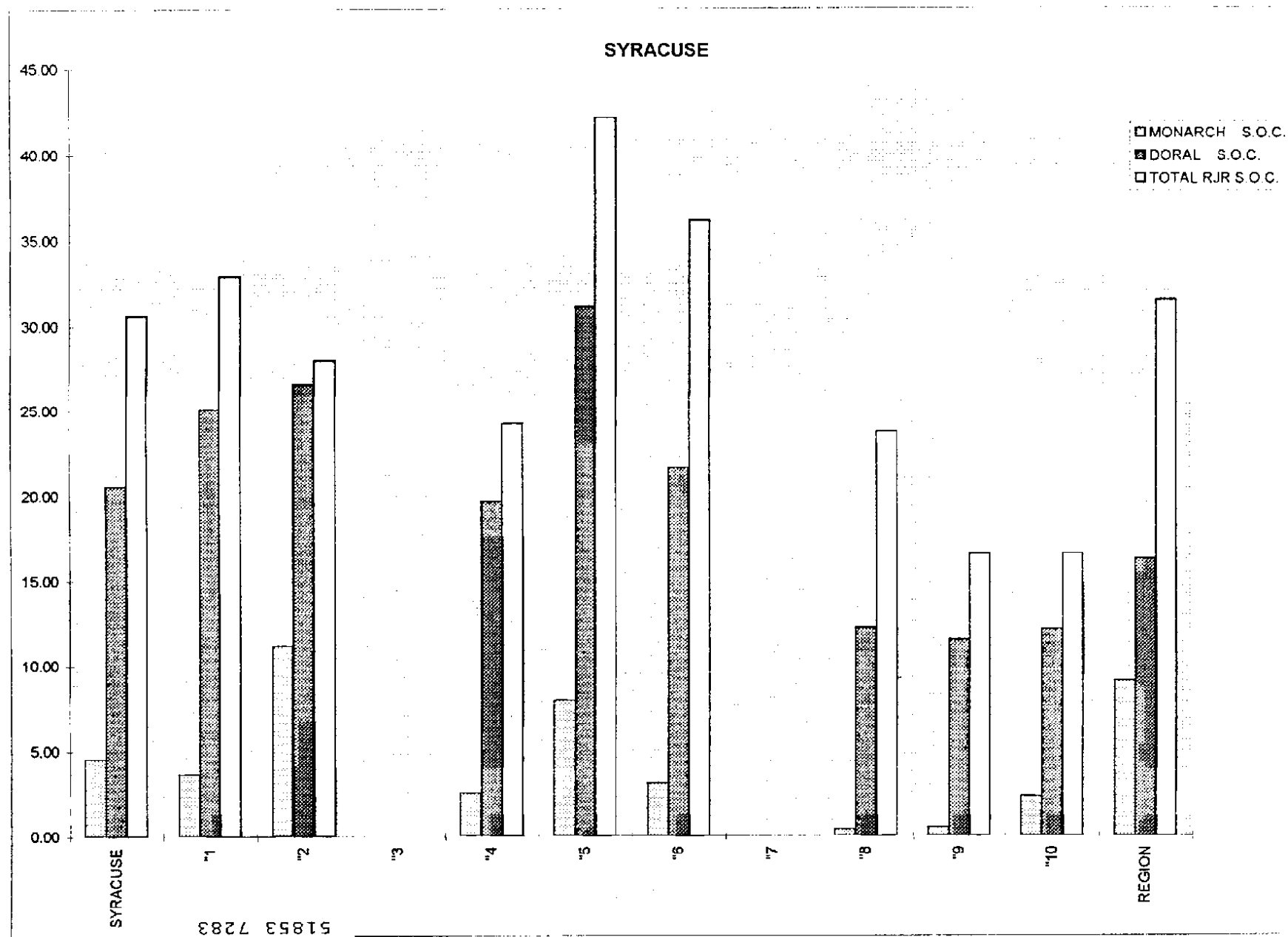
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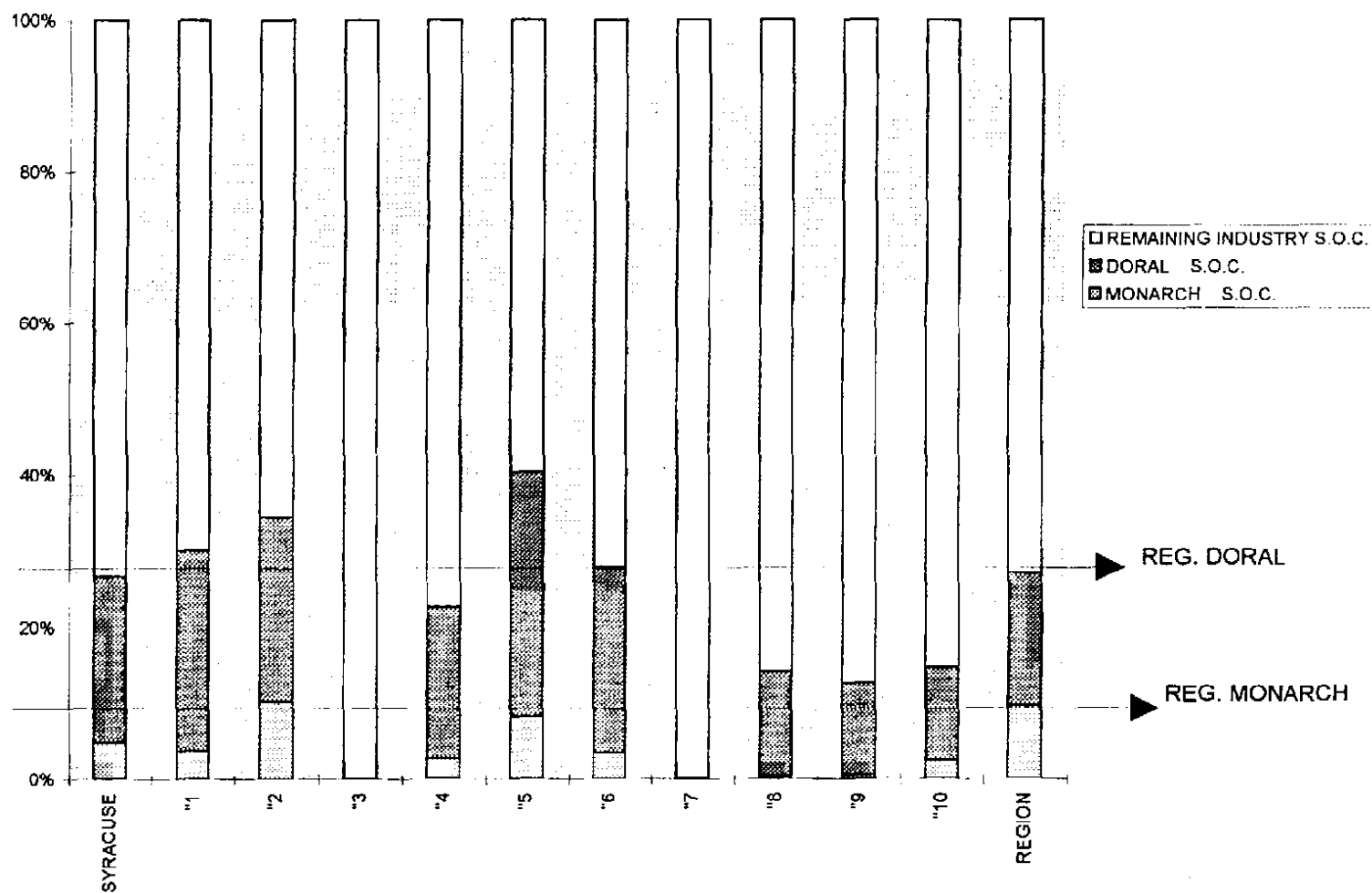




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# SYRACUSE SHARE OF SAVINGS CATEGORY



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**Region Diversity  
Plan**

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# **Buffalo Region**

## **Affirmative Action/EEO**

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## **Buffalo Region Affirmative Action/EEO**

**OBJECTIVE:** Establish diverse pool of employees within the Region in an effort to further enhance RJRT's position in the marketplace while satisfying regulatory requirements for the US Dept. of Labor.

**METHODS:**

**Recruiting:** Job openings communicated to community organizations: NAACP / Private Industry Council / Hispanic Women's League  
Job openings communicated to Employment Security Commission

**In process: development of partnerships with local community organizations throughout the Region, source: local libraries**



## **Buffalo Region Affirmative Action/EEO**

**In process: development of Recruiting Brochure to be provided to colleges/community organizations, etc.**

**Home office support: Frank Beck/Dot Draper/Sharon Cordell**

### **CURRENT EMPLOYEES:**

**Programmatic Goals/Objectives: female/minority candidates are identified, appropriate development plans are established to assist in moving candidates to the "NOW" list for progression.**

**Encouraging additional education, via RJR's Tuition Reimbursement Plan, as appropriate, in conjunction with company sponsored training opportunities.**

**In process: development of partnerships with local community organizations throughout the Region, source: local libraries.**



## Buffalo Region - Current Statistics /Underutilization

### Sales Reps

Job Group/ Minority Category	Identification of Availability %	Current Composition	Under- Utilization	Need to Meet Objective	Converted to Whole Numbers
Black	2.11	0	100%	.65	1
Asian	.33	0	100%	1.0	1
American Indian	.26	0	100%	.80	1

### Retail Reps

Job Group/ Minority Category	Identification of Availability %	Current Composition	Under- Utilization	Need to Meet Objective	Converted to Whole Numbers
Black	4.11	1.89	45.98%	.23	1
Hispanic	1.56	0	100%	.80	1
Asian	.17	0	100%	.09	1
American Indian	.45	0	100%	.23	1



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## Resource Utilization

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**1997**

**Resource Utilization  
Buffalo Region**

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# **N.Y. State Fair Program**

**August 20 through September 1, 1997**

## **1997 Objective:**

- **Discontinue RJR sponsorship which cost RJR tens of thousands of dollars. Additional reasons: needed resources for Winston re-launch, cost of sponsorship Vs. impact/benefit, potential for negative publicity with free State Fair admission ticket with 3-pack purchase.**

## **1997 Results:**

- **Continued relationship with Cigarette Vendor, Sue Ostuni**
- **Achieved Big Brand Presence on Winston - "No Bull" to "get the message out" to the one million visitors at the State Fair.**
- ✓ **Placed 2 banners, 2 No Bull metal signs, 2 stick to stick change mats, 2 lighted waterfall signs at each of the 5 booths selling cigarettes.**
- ✓ **RJR exclusive advertising**
- ✓ **25¢ per pack price advantage (20¢ RJR/5¢ Retail Fund)**
- ✓ **RJR brands 46% of all sold (293 cartons of RJR vs. 633 total sold)**
- ✓ **All smokers were given stick to stick card explaining 100% tobacco**
- ✓ **RJR investment reduced from tens of thousands to \$586.00**

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# Storage Units

## 1997 Objective:

- Evaluate the Use/Need of current units for objective to reduce (consolidate and/or eliminate) liability.

## Results

<u>'96 Base</u>	<u>'97 Results</u>	<u>'98 Status</u>
# of Units: 48	24	11
Annualized Cost: \$71,000	\$31,000	\$9,300

- Moved Region / ROU Offices: Eliminated huge warehouse and achieved substantial reduction to Region office lease expenses.

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# Programs to Develop Employees

## Results:

- 1) Established Division Review Process with a focus on the 3 P's.
  - Set Objectives
  - Set Standards/Expectations
  - Provided measures/feedback relative to goals/objectives
- 2) KAM/AM Business Plan process with same focus on the 3 P's.
  - Set Objectives
  - Set Standards/Expectations
  - Sharing Best Practices at KAM/AM meeting to present Account Business Plan
  - KAM/AM serve as Category Advisor (Help Source) to DMs/SRs
- 3) Developed Region work-with/training Advisory process.
  - Pro Active in sharing Best Practices
- 4) Region Advisory Board to identify and address issues.
- 5) Completed individual review forms for identified Career Development candidates.
  - \* Effective January 1998:    AM Cheryl Alessandra to RM  
   RM Kurt Jurgensen to AM



# Manpower Plan

## 1997 Objective:

\* Reduce Sales Rep/Retail Rep head count and assignments.

- Reduce 7 SRs
- Reduce 2 RRs

## Results YTD

**'96 Base**

### Sales Reps

36 Assignments

2 W/S initiatives (GTC)

38 Headcount

### Retail Rep

54 Assignments

54 Headcount

**'97 Plan/Objective**

### Sales Reps

31 Assignments

31 Headcount

### Retail Reps

52 Assignments

52 Headcount

### Results

Achieved

### Results

Achieved

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## Buffalo Region Manpower vs. Plan

<u>Position</u>	<u>'96 Base</u>	<u>'97 Plan</u>	<u>+/- Plan</u>	<u>Comments</u>
RSM	1	1		* Reduced 7 SRs per plan
RBM	1	1		
FT SEC	1	1		* Reduced 3 RRs per plan
ROM	1	1		+ 1 (Current: 51 RRs)
COORD.	4	4		
KAM	2	2		
AM	6	6		
DM	4	4		
RM	5	5		
SR	38	31		
RR	54	52	(-1)	
	<u>HC/FTE</u>	<u>HC/FTE</u>		* Reduced PT headcount/ FTE per plan
GSW	12/10	9/7		
COS	2/1.5	1/1		
PT SEC	2/1.6	2/1.5		
	<b>16/13</b>	<b>12/10</b>		

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## Buffalo Region - '98 Plan Manpower by Operating Unit

	DM	RM	SR	RR	GSW	COS	Comments
1622 Syracuse	1	2	8	20	4	-	* '98 Plan adds
1623 Albany Div.	1	1	9	11	1	-	one RR to Syr.
1626 Buffalo Div.	1	1	7	11	3	1	Div. for a total
1638 Nashua Div.	1	1	7	10	1	-	of 52 RRs for
Total	4	5	31	52	9	1	the Region.
	KAM	AM	PTS				
1642 Syracuse Chain	1	4	1				* No need for
1645 Buffalo Chain	1	2	1				additional
Total	2	6	2				KAM/AMs
	ROM	COORD					
1610 ROU	1	4					
	RSM	RBM	SFS				
1600 Region	1	1	1				

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## '98 Plan - Key Issue/Objective Resource Utilization

Issue	Objective	Action Plan	Status
<p><b><u>Manpower</u></b></p> <p><b>Assess current/future work load issues</b></p>	<ul style="list-style-type: none"> <li>• Balance workloads</li> <li>• Bring DM/SRs to next level</li> <li>• Provide Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Push small accounts to SRs</li> <li>• Assign D.A.s to DM/SR</li> </ul>	<ul style="list-style-type: none"> <li>• Reassigned small chains/D.A. to Divisions for implementation Jan. 1998</li> </ul>



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# **Buffalo Region**

**1998**

**Performance Standards**

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# 1998 Standards/Expectations

## Sales Reps

Calls per day: 9.5 average per month.

Coverage: 100% each month - (work accounts on frequency each month)

Complete outlined responsibilities/accountabilities.

## Retail Reps

Calls per day: 8.0 average per month.

Coverage: 100% each month - (work accounts on frequency each month)

Complete outlined responsibilities/accountabilities.

## Retail Managers

Average 4 days per week working retail trade, excluding required meetings, holidays, vacations, etc.

- Work with each Retail Rep. a minimum of once per month.
- Utilize Region/Division Training Program and achieve guidelines.
- Complete outlined responsibilities/accountabilities.
- Utilize monthly Planning Calendar with objectives.



# 1998 Standards/Expectations

## Division Managers

Average 4 days per week working retail trade, excluding required meetings, holidays, vacations, etc.

- Work with each Sales Rep. a minimum of once per month.
- Work with Retail Manager a minimum of two times per month.
- Utilize Region/Division Training Program and achieve guidelines.
- Complete outlined responsibilities/accountabilities.
- Utilize Monthly Planning Calendar with objectives.

## Account Managers

- Work accounts on frequency for each month.
- Utilize Region/Division Training Program and achieve guidelines.
- Utilize Monthly Planning Calendar with objectives.
- Work with Retail Rep/Retail Manager once a month.
- Attend Division Work Plan meetings once a quarter.
- Complete outlined responsibilities/accountabilities.

## Key Account Managers

- Work accounts on frequency for each month.
- Utilize Region/Division Training Program and achieve guidelines.
- Utilize Monthly Planning Calendar with objectives.
- Work with Retail Rep/Retail Manager once a month.
- Attend Division Work Plan meetings once a quarter.
- Complete outlined responsibilities/accountabilities.
- Work with Account Manager a minimum of once a month.

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# Product Availability

## Sales Reps

- Utilize PA Reports
- Inventory Levels
  - ✓ SKU Management
- PCD Loads
  - ✓ Sell Location, Loads, & Maintenance
- Focus on Core/Priority Brands
  - \* Winston
  - \* Camel
  - \* Doral

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## Retail Reps

- Reporting PA
- Inventory Levels
  - ✓ Suggested Orders
- PCD Loads
  - ✓ Audit Compliance
- Focus on Core/Priority Brands
  - \* Winston
  - \* Camel
  - \* Doral



# Presence

## Sales Reps

- Thorough understanding of our objectives and strategies as it pertains to:
  - ✓ Pack Outlet Contract
  - ✓ Carton Outlet Contract
  - ✓ CTS Outlet Contract
  - ✓ Fixture Guidelines
- PM Exclusive/RJR Lockout Attack Plan
- Sell POS/PDI

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## Retail Reps

- Thorough understanding of our objectives and strategies as it pertains to:
  - ✓ Work Plan POS Changeover
  - ✓ Big Brand Presence (Line-of-Sight)
- Place POS/PDI



# Promotion/Pricing

## Sales Reps

- **Work Plan  
Promotions**
- **Accrual Programs**
- **Pricing Strategies  
Plan A & B periods**
- **Jobber Stickers**
  - ✓ **Develop, Sell,  
Communicate via  
Promotion  
Calendar**

## Retail Reps

- **Work Plan  
Promotions**
- **Accrual Programs**
- **Pricing Strategies  
Plan A & B periods**
- **Jobber Stickers**
  - ✓ **Follow Promotion  
Calendar**

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## Promotion/Pricing Key Issues

- **Sell Turn - Key Program**
- **Draft Books issued only to Selling Arm**
- **Everyone must ensure Bold and Crisp pricing POS**

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## **1998 Performance Standards Administrative Responsibility**

- **Maintain Accurate SIS Information**
- **All correspondence handled accurately and timely**
- **Excellent Planning and Follow Through**



# **1998 Performance Standards**

- **Teamwork**
- **Communication**





# *STEWARTS MARKETING*

96/97 CAMEL & WINSTON

## DISCOUNT STRATEGIES BUSINESS IMPACT

C-GAS Chain in Albany Mkt - 275 stores



 1996

- CAMEL DISCOUNTING THAT BEGAN IN 1995 CONTINUED DURING 1996.
- DECISION WAS MADE TO INCLUDE WINSTON IN DISCOUNTING STRATEGY FOR 1996.
- BOTH BRAND FAMILIES WERE DISCOUNTED \$3.80 PER CARTON.
- 100% P.V. FOR BOTH BRAND FAMILIES.



## 1996 MONTH TO MONTH VOLUME TRENDS

- DISCOUNT STRATEGY DROVE VOLUME QUICKLY DURING THE FIRST 6 MONTHS OF 96.
- HOWEVER, GROWTH SLOWED SIGNIFICANTLY DURING THE LAST 6 MONTHS OF THE YEAR AS MOST SMOKERS WILLING TO SWITCH TO OUR DEAL HAD ALREADY DONE SO.



# 1996 MONTH TO MONTH VOLUME TRENDS

	<u>JAN. TO JUNE</u>	<u>JULY TO DEC.</u>
CAMEL	+ 33 CASES	+ 6 CASES
WINSTON	+29 CASES	+ 7 CASES

ENTERING 1997, WE WERE IN A MODE OF HEAVY DISCOUNTING, BUT WERE NOT ATTRACTING MANY NEW CUSTOMERS AS WE HAD EARLIER ON IN 1996.

SOURCE: MSA SHIPMENTS



## 1996 COST OF DISCOUNTING

- HIGH!!
- PAYING \$3.80 PER CARTON VS. \$2.50  
AVERAGE AT OTHER RETAIL  
LOCATIONS.
- 100% P.V.



## 1997 OBJECTIVES

- BREAK OUR UNCHANGING STRATEGY OF HEAVY DISCOUNTING.
- REDUCE DISCOUNTING COST IMMEDIATELY.
- DO IT IN A MANNER THAT MINIMIZES VOLUME LOSS.



## 1997 TACTIC

- RJR WAS ABLE TO SELL REDUCED PER CARTON DISCOUNTING AMOUNT TO CHAIN.
- \$2.50 PER CARTON VS. \$3.80.
- WHILE WE KNEW WE WERE PUTTING SOME RJR VOLUME IN JEOPARDY, WE FELT THE NEGATIVE IMPACT WOULD BE MINIMAL.
- VERY STRONG PROFIT UPSIDE, WOULD FAR OUTWEIGH OUR PROJECTED VOLUME LOSS.



# 1997 RESULTS





1997 APRIL THROUGH  
DECEMBER. MONTH TO  
MONTH VOLUME TRENDS

APRIL TO DECEMBER

CAMEL + 1 CASE

WINSTON + 10 CASES

BOTH CAMEL AND WINSTON HAD POSITIVE TRENDS  
DESPITE A REDUCTION IN DISCOUNT AMOUNTS  
THAT WERE EXECUTED IN APRIL.

SOURCE: MSA SHIPMENTS



## 1997 -- KEY VOLUME AND SHARE HIGHLIGHTS

- STEWARTS INDUSTRY VOLUME HAS BEEN STABLE THROUGHOUT 1997. ON A MONTH TO MONTH BASIS, SINCE APRIL, THEY HAVE BEEN LOSING 2.38 CARTONS PER MONTH PER STORE. THE TRADING AREA DECLINED .27 CARTONS PER MONTH PER STORE FOR THE SAME PERIOD.
- STEWART'S DECLINE WAS NOT CAUSED SOLELY BY WINSTON OR CAMEL LOSS. CAMEL ONLY DECLINED APPROXIMATELY .5 CARTONS PER MONTH PER STORE OVER THIS PERIOD. WINSTON WAS ESSENTIALLY FLAT (SLIGHTLY POSITIVE) DURING THIS SAME PERIOD.
- STEWARTS AVERAGE PER STORE, PER MONTH VOLUME WAS 16 CARTONS GREATER THAN TRADING AREA COMPETITORS.

SOURCE: AIM V TREND DATA

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## □□□□ 1997 -- KEY VOLUME AND SHARE HIGHLIGHTS *cont.*

- CAMEL SHARE IN STEWARTS DECLINED .11 FOR THE PERIOD APRIL THROUGH DECEMBER ON A MONTH TO MONTH BASIS. CAMEL SHARE DECLINED .04 MONTH TO MONTH IN THE TRADING AREA DURING THE SAME PERIOD.
- WINSTON SHARE IN STEWARTS INCREASED .15 DURING THE SAME PERIOD ON A MONTH TO MONTH BASIS. WINSTONS PERFORMANCE IN THE TRADING AREA WAS IDENTICAL.
- BOTH CAMEL AND WINSTON POSTED HIGHER SHARE OF MARKETS IN STEWARTS VS. THE TRADING AREA. ON AVERAGE, FOR 1997, CAMEL SHARE WAS 3.3% HIGHER AND WINSTON 4.7% HIGHER VS. THE TRADING AREA.

SOURCE: AIM V TREND DATA



# 1997 COST OF DISCOUNTING. 96 VS. 97 STRATEGY

## ESTIMATED

96 STRATEGY  
\$3.80 PER CTN.

\$1,171,692

97 STRATEGY  
\$2.50 PER CTN.

\$770,850

DIFFERENC

\$400,842

\*BASED ON 308,340 CARTONS OF CAMEL AND WINSTON  
CASE SHIPMENTS. APRIL TO DEC. 97.

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## SUMMARY:

- CHANGE IN DISCOUNTING STRATEGY WAS CALLED FOR IN 97. WE WERE SPENDING SIGNIFICANT DOLLARS ON WINSTON AND CAMEL DURING 1996. DURING THE LAST HALF OF 96, WE WERE ATTRACTING FEWER NEW CUSTOMERS VS. EARLIER IN THE YEAR.
- WE TOOK OUR VOLUME HIT IMMEDIATELY AFTER CHANGING THE STRATEGY IN APRIL. ONCE WE HIT JUNE, OUR BUSINESS STARTED TO FLATTEN OUT.
- THE INITIAL HIT SHIFTED THE LEVEL OF TOTAL CAMEL AND WINSTON BUSINESS DOWN APPROXIMATELY 400 CASES ON AN ANNUALIZED BASIS IN STEWARTS.
- HOWEVER, THE PROFIT GENERATED FROM REDUCING DISCOUNTING FAR OUTWEIGHED THE PROFIT FROM LOST VOLUME. APPROXIMATELY \$340,000 ADDITIONAL RJR PROFIT RESULTED WHEN FACTORING IN THE LOST PROFIT ON THESE 400 CASES.



## SUMMARY cont.

- BOTH CAMEL AND WINSTON REMAINED RELATIVELY STABLE FROM JULY FORWARD.
- OUR PRICE STRATEGY DID NOT CAUSE ANY SIGNIFICANT DECLINE IN STEWART'S OVERALL INDUSTRY VOLUME. WHILE STEWARTS INDUSTRY VOLUME DECLINED SLIGHTLY OVER THIS PERIOD, CAMEL AND WINSTON BUSINESS WAS NOT SOLELY AT FAULT.
- RJR PROFIT IN THE CHAIN WAS SIGNIFICANTLY INCREASED AS A RESULT OF THE CHANGE TO STRATEGY.
- BY CHANGING THE STRATEGY, WE WERE ABLE TO PARTIALLY BREAK OUR PATTERN OF HIGH DISCOUNTING. THIS PAVED THE WAY WITH STEWARTS TO MAKE FUTURE ADJUSTMENTS.



## CAMEL.EX.NF

## Share of Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 month Trend
Northeast	3.75	0.08	3.64	3.71	3.67	-0.01
Buffalo Reg	3.54	0.13	3.56	3.55	3.42	0.02
CG Buffalo Reg	4.96	0.10	4.95	4.87	4.86	0.03
SM Buffalo Reg	2.43	-0.10	2.46	2.48	2.53	-0.02
OO Buffalo Reg	2.56	0.10	2.73	2.68	2.46	0.01

## CAMEL.EX.NF

## Promotional Coverage

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	55.50	11.60	50.00	44.70	43.90	47.02
Buffalo Reg	63.00	19.20	56.80	49.90	43.80	53.18
CG Buffalo Reg	75.40	21.30	66.90	55.40	54.10	60.47
SM Buffalo Reg	20.90	10.90	18.80	2.30	10.00	11.47
OO Buffalo Reg	65.10	20.20	59.60	59.30	44.90	59.03

## CAMEL.EX.NF

## Promoted Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	37.78	15.56	31.31	29.69	22.22	27.10
Buffalo Reg	41.66	19.01	34.61	33.17	22.65	31.40
CG Buffalo Reg	40.55	19.64	31.21	30.09	20.91	27.18
SM Buffalo Reg	7.47	5.63	6.85	1.49	1.84	2.58
OO Buffalo Reg	54.44	22.73	47.11	47.14	31.71	46.21

## CAMEL.EX.NF

## % CIV. Display

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	51.30	2.20	48.00	50.20	49.10	48.93
Buffalo Reg	49.00	2.20	46.70	48.80	46.80	47.62
CG Buffalo Reg	79.30	-4.80	76.10	83.80	84.10	81.38
SM Buffalo Reg	16.40	5.50	16.80	13.50	10.90	16.72
OO Buffalo Reg	31.00	5.00	30.80	27.80	26.00	27.53

## CAMEL.EX.NF

## % CIV. W. Cpn/Disctn

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	50.70	13.70	45.50	43.40	37.00	42.82
Buffalo Reg	60.40	26.30	56.10	49.90	34.10	50.23
CG Buffalo Reg	69.30	39.80	65.00	55.40	29.50	53.05
SM Buffalo Reg	20.90	10.90	18.80	2.30	10.00	11.47
OO Buffalo Reg	65.10	20.20	59.60	59.30	44.90	59.03

## CAMEL.EX.NF

## Discounting \$

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
Northeast	1.14	0.41	0.90	0.76	0.72	0.02
Buffalo Reg	1.19	0.50	0.82	0.81	0.69	-0.01
CG Buffalo Reg	1.25	0.40	0.80	0.80	0.85	0.00
SM Buffalo Reg	0.18	0.13	0.16	0.05	0.05	0.01
OO Buffalo Reg	1.39	0.76	1.02	1.05	0.63	-0.03

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## Base Camel

## Share of Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
Northeast	3.25	0.04	3.16	3.23	3.21	0.00
Buffalo Reg	3.02	0.05	3.08	3.07	2.97	0.03
CG Buffalo Reg	4.09	-0.06	4.12	4.05	4.15	0.07
SM Buffalo Reg	2.26	-0.08	2.30	2.30	2.33	-0.01
OO Buffalo Reg	2.26	0.08	2.44	2.40	2.18	0.00

## Base Camel

## Promotional Coverage

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	52.20	10.30	47.60	42.70	41.90	44.82
Buffalo Reg	60.60	16.80	56.70	49.90	43.80	52.97
CG Buffalo Reg	69.60	15.50	66.90	55.40	54.10	60.42
SM Buffalo Reg	20.90	10.90	17.50	2.30	10.00	10.20
OO Buffalo Reg	65.10	20.20	59.60	59.30	44.90	58.98

## Base Camel

## Promoted Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	38.82	15.45	32.58	31.07	23.37	28.25
Buffalo Reg	42.41	18.34	34.39	33.79	24.08	32.22
CG Buffalo Reg	41.47	18.84	30.97	30.52	22.63	28.23
SM Buffalo Reg	7.62	5.65	7.03	1.50	1.98	2.67
OO Buffalo Reg	55.55	22.31	46.83	48.15	33.23	46.67

## Base Camel

## % CIV Display

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	48.10	1.50	44.20	46.00	46.60	45.47
Buffalo Reg	47.60	1.40	45.40	45.90	46.20	46.00
CG Buffalo Reg	76.70	-6.70	74.80	78.70	83.40	79.35
SM Buffalo Reg	16.40	5.50	16.30	9.80	10.90	14.77
OO Buffalo Reg	30.30	5.00	29.30	27.10	25.30	26.35

## Base Camel

## % CIV. W. Cpn/Discount

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	49.40	14.10	43.40	41.80	35.30	40.97
Buffalo Reg	60.40	26.30	55.80	49.90	34.10	49.90
CG Buffalo Reg	69.30	39.80	64.80	55.40	29.50	52.73
SM Buffalo Reg	20.90	10.90	17.50	2.30	10.00	10.20
OO Buffalo Reg	65.10	20.20	59.60	59.30	44.90	58.98

## Base Camel

## Discount \$

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
Northeast	1.13	0.36	0.92	0.78	0.77	0.02
Buffalo Reg	1.18	0.43	0.79	0.79	0.75	-0.01
CG Buffalo Reg	1.25	0.30	0.79	0.77	0.95	-0.01
SM Buffalo Reg	0.18	0.13	0.16	0.05	0.05	0.01
OO Buffalo Reg	1.39	0.75	0.97	1.05	0.64	-0.02

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## WINSTON

## Share of Volume

	5WK MAR 98	Diff. vs. PP
Northeast	6.01	0.00
Buffalo Reg	5.28	0.11
CG Buffalo Reg	5.37	0.07
SM Buffalo Reg	6.62	-0.17
OO Buffalo Reg	4.75	0.17

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
6.15	6.03	6.00	-0.06
5.27	5.28	5.17	0.00
5.43	5.40	5.31	0.00
6.63	6.79	6.80	0.09
4.75	4.71	4.58	-0.04

## WINSTON

## Promotional Coverage

	5WK MAR 98	Diff. vs. PP
Northeast	63.00	15.00
Buffalo Reg	67.50	20.50
CG Buffalo Reg	72.00	25.30
SM Buffalo Reg	49.50	21.30
OO Buffalo Reg	69.20	16.50

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
54.40	53.80	48.00	51.62
64.60	59.60	47.00	58.42
70.00	62.30	46.70	59.78
49.00	32.80	28.20	39.37
64.80	65.20	52.70	62.78

## WINSTON

## Promoted Volume

	5WK MAR 98	Diff. vs. PP
Northeast	39.77	17.76
Buffalo Reg	46.60	25.93
CG Buffalo Reg	43.10	32.35
SM Buffalo Reg	29.97	24.82
OO Buffalo Reg	58.04	21.10

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
34.66	30.66	22.01	28.08
40.16	34.72	20.67	33.40
34.14	31.49	10.76	27.39
22.12	8.50	5.15	11.88
53.34	49.51	36.94	47.83

## WINSTON

## %CIV Display

	5WK MAR 98	Diff. vs. PP
Northeast	52.20	2.40
Buffalo Reg	50.80	3.00
CG Buffalo Reg	78.70	-5.10
SM Buffalo Reg	24.60	4.90
OO Buffalo Reg	32.90	7.20

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
48.20	50.60	49.80	49.32
45.50	48.10	47.80	47.97
73.50	79.50	83.80	77.62
19.70	20.80	19.70	26.50
29.80	28.00	25.70	28.70

## WINSTON

## %CIV W.Cpn/Discount

	5WK MAR 98	Diff. vs. PP
Northeast	58.50	12.30
Buffalo Reg	64.20	17.20
CG Buffalo Reg	64.00	17.30
SM Buffalo Reg	49.50	21.30
OO Buffalo Reg	69.20	16.50

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
53.00	52.70	46.20	48.38
64.60	59.60	47.00	55.68
70.00	62.30	46.70	53.05
49.00	32.80	28.20	39.32
64.80	65.20	52.70	62.77

## WINSTON

## Discount \$

	5WK MAR 98	Diff. vs. PP
Northeast	1.12	0.61
Buffalo Reg	1.26	0.82
CG Buffalo Reg	1.30	1.02
SM Buffalo Reg	0.69	0.57
OO Buffalo Reg	1.47	0.75

5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
0.74	0.71	0.51	0.01
0.88	0.79	0.44	-0.02
0.81	0.77	0.28	-0.02
0.40	0.15	0.12	-0.01
1.15	1.10	0.73	-0.02

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## MARLBORO

## Share of Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
Northeast	32.90	0.38	32.19	32.34	32.52	0.11
Buffalo Reg	32.64	1.00	31.02	31.35	31.63	0.40
CG Buffalo Reg	38.90	0.80	37.34	37.83	38.10	0.14
SM Buffalo Reg	31.07	-0.27	31.28	31.15	31.34	0.14
OO Buffalo Reg	27.19	0.89	25.66	25.55	26.30	0.68

## MARLBORO

## Promotional Coverage

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	68.50	43.50	55.30	49.80	25.00	50.33
Buffalo Reg	76.00	52.30	67.30	67.70	23.70	59.60
CG Buffalo Reg	64.90	54.10	61.20	59.50	10.80	53.68
SM Buffalo Reg	71.50	55.70	41.40	45.60	15.80	35.48
OO Buffalo Reg	88.10	51.20	80.00	81.90	36.90	71.65

## MARLBORO

## Promoted Volume

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	43.40	36.20	37.63	27.45	7.20	23.94
Buffalo Reg	49.95	44.28	45.19	37.06	5.67	26.89
CG Buffalo Reg	36.58	30.45	33.46	33.24	6.13	23.53
SM Buffalo Reg	39.64	37.71	31.24	17.60	1.92	12.68
OO Buffalo Reg	72.08	65.68	64.47	49.36	6.40	36.41

## MARLBORO

## %CIV Display

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	59.20	4.70	54.20	55.90	54.50	56.53
Buffalo Reg	51.80	2.50	42.10	50.10	49.30	50.90
CG Buffalo Reg	69.40	7.10	64.50	66.40	62.30	69.00
SM Buffalo Reg	22.00	-10.00	19.80	22.40	32.00	29.88
OO Buffalo Reg	44.90	1.40	29.90	43.70	43.50	41.45

## MARLBORO

## %CIV W.Cpn/Disc

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Avg.
Northeast	65.90	45.20	48.80	45.90	20.70	36.70
Buffalo Reg	73.10	52.00	63.50	63.80	21.10	44.77
CG Buffalo Reg	59.40	48.60	56.30	55.40	10.80	35.82
SM Buffalo Reg	71.50	56.90	39.70	44.30	14.60	24.73
OO Buffalo Reg	86.80	55.20	76.50	77.30	31.60	58.27

## MARLBORO

## Discount \$

	5WK MAR 98	Diff. vs. PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	6 Month Trend
Northeast	1.05	0.91	0.80	0.58	0.14	-0.06
Buffalo Reg	1.15	1.04	0.93	0.73	0.11	-0.06
CG Buffalo Reg	0.94	0.81	0.74	0.68	0.13	-0.11
SM Buffalo Reg	0.96	0.94	0.66	0.38	0.02	0.01
OO Buffalo Reg	1.52	1.39	1.26	0.93	0.13	-0.03

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## DORAL

## Share of Volume

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	4.38	-0.08	4.45	4.50	4.46	0.02
Buffalo Reg	4.89	-0.31	5.09	5.22	5.20	0.03
CG Buffalo Reg	3.28	-0.19	3.28	3.45	3.47	0.08
SM Buffalo Reg	3.41	0.22	3.44	3.42	3.18	-0.07
OO Buffalo Reg	6.91	-0.33	7.08	7.36	7.24	0.03

## DORAL

## Promotional coverage

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	59.50	5.40	55.90	53.20	54.10	55.17
Buffalo Reg	64.50	5.50	67.60	62.20	59.00	65.27
CG Buffalo Reg	60.20	-0.90	70.20	61.20	61.10	65.47
SM Buffalo Reg	55.50	15.40	57.30	47.90	40.10	52.32
OO Buffalo Reg	71.70	9.00	68.40	67.50	62.70	68.82

## DORAL

## Promoted Volume

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	57.69	11.50	59.37	58.09	46.19	53.29
Buffalo Reg	65.42	15.58	61.55	59.90	49.85	60.12
CG Buffalo Reg	46.60	12.86	44.98	44.82	33.74	41.01
SM Buffalo Reg	30.17	17.90	26.89	12.23	12.27	19.47
OO Buffalo Reg	79.69	18.60	72.93	73.00	61.09	73.21

## DORAL

## %CIV Display

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	45.90	-1.10	44.30	45.40	47.00	45.80
Buffalo Reg	42.00	-1.20	40.00	42.60	43.20	42.50
CG Buffalo Reg	64.20	-1.40	65.80	67.30	65.60	66.08
SM Buffalo Reg	22.10	1.20	17.30	16.70	20.90	20.22
OO Buffalo Reg	27.40	-3.50	25.20	28.00	30.90	28.68

## DORAL

## %CIV W Cpn/Disc

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	56.30	6.20	52.50	51.70	50.10	50.32
Buffalo Reg	60.50	4.20	64.20	62.20	56.30	61.40
CG Buffalo Reg	54.50	-3.30	61.60	61.20	57.80	56.93
SM Buffalo Reg	52.30	12.20	57.30	47.90	40.10	51.70
OO Buffalo Reg	69.00	9.20	68.40	67.50	59.80	68.13

## DORAL

## Discount \$

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	1.72	0.29	1.80	1.72	1.43	0.06
Buffalo Reg	1.94	0.41	1.91	2.03	1.53	0.02
CG Buffalo Reg	1.45	0.27	1.54	1.52	1.18	0.06
SM Buffalo Reg	0.71	0.44	0.54	0.28	0.27	0.00
OO Buffalo Reg	2.36	0.53	2.25	2.49	1.84	0.01

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## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	4.28	0.25	4.14	4.21	4.03	-0.02
Buffalo Reg	4.11	0.03	4.14	4.23	4.08	0.00
CG Buffalo Reg	3.79	0.34	3.74	3.67	3.46	-0.04
SM Buffalo Reg	4.05	0.18	4.15	4.21	3.89	0.10
OO Buffalo Reg	4.43	-0.23	4.48	4.74	4.66	0.02

## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	59.20	26.10	48.50	46.00	33.10	41.27
Buffalo Reg	65.70	23.90	57.00	57.90	41.80	47.75
CG Buffalo Reg	50.20	20.60	46.70	46.70	29.60	37.18
SM Buffalo Reg	46.60	31.80	37.80	28.10	14.80	22.43
OO Buffalo Reg	86.80	27.10	71.20	77.00	59.70	64.03

## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	42.01	29.75	40.39	31.54	12.28	25.65
Buffalo Reg	48.67	37.40	48.24	41.24	11.18	30.52
CG Buffalo Reg	31.38	25.05	36.99	37.11	6.33	22.05
SM Buffalo Reg	32.09	30.32	37.50	13.88	1.77	15.52
OO Buffalo Reg	67.57	51.12	59.02	51.48	16.45	39.98

## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	47.20	2.40	42.90	45.60	44.80	44.48
Buffalo Reg	42.40	-1.50	40.00	50.40	43.90	42.70
CG Buffalo Reg	56.40	1.50	61.30	63.20	54.90	59.62
SM Buffalo Reg	12.60	-1.80	11.20	11.20	14.40	10.92
OO Buffalo Reg	39.00	-4.20	30.70	50.70	43.20	37.37

## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	53.30	37.20	40.00	37.40	16.10	28.95
Buffalo Reg	62.80	48.20	53.20	54.60	14.60	36.48
CG Buffalo Reg	43.70	39.90	42.50	44.80	3.80	22.88
SM Buffalo Reg	45.30	38.20	35.00	26.80	7.10	19.27
OO Buffalo Reg	86.80	61.00	67.50	71.80	25.80	53.15

## BASIC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	1.01	0.65	0.90	0.66	0.36	-0.02
Buffalo Reg	1.07	0.84	1.00	0.82	0.23	-0.03
CG Buffalo Reg	0.69	0.45	0.84	0.70	0.24	0.01
SM Buffalo Reg	0.82	0.80	0.67	0.26	0.02	-0.01
OO Buffalo Reg	1.45	1.17	1.20	1.06	0.28	-0.05

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## GPC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	4.10	-0.13	4.18	4.27	4.23	0.01
Buffalo Reg	3.76	-0.23	4.05	4.09	3.99	-0.08
CG Buffalo Reg	3.06	-0.50	3.57	3.51	3.56	-0.06
SM Buffalo Reg	2.54	-0.15	2.78	2.68	2.69	-0.13
OO Buffalo Reg	4.83	0.11	4.82	5.04	4.72	-0.08

## GPC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	50.90	-1.00	53.90	51.00	51.90	52.75
Buffalo Reg	50.20	-13.90	66.60	62.30	64.10	65.32
CG Buffalo Reg	40.20	-18.80	55.80	49.20	59.00	54.02
SM Buffalo Reg	56.80	-2.60	59.10	58.10	59.40	55.13
OO Buffalo Reg	57.50	-12.30	77.80	75.50	69.80	78.02

## GPC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	49.35	11.88	48.45	46.24	37.47	45.11
Buffalo Reg	57.92	10.48	61.74	57.98	47.45	54.83
CG Buffalo Reg	46.00	6.52	55.15	47.46	39.48	42.78
SM Buffalo Reg	37.88	24.21	43.04	34.99	13.67	21.68
OO Buffalo Reg	68.63	10.58	68.99	68.32	68.05	67.89

## GPC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	35.50	-1.30	36.50	37.30	36.80	38.27
Buffalo Reg	37.50	0.20	35.90	36.90	37.30	37.42
CG Buffalo Reg	46.00	-3.70	47.50	49.00	49.70	52.13
SM Buffalo Reg	8.70	8.70	4.00	2.00	0.00	2.78
OO Buffalo Reg	39.00	1.20	35.70	36.50	37.80	34.82

## GPC

	Diff. vs.					6 Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Avg.
Northeast	50.90	-1.00	53.90	51.00	51.90	52.73
Buffalo Reg	50.20	-13.90	66.60	62.30	64.10	65.32
CG Buffalo Reg	40.20	-18.80	55.80	49.20	59.00	54.02
SM Buffalo Reg	56.80	-2.60	59.10	58.10	59.40	55.13
OO Buffalo Reg	57.50	-12.30	77.80	75.50	69.80	78.02

## GPC

	Diff. vs.					6m Month
	5WK MAR 98	PP	5WK DEC 97	4WK JAN 98	4WK FEB 98	Trend
Northeast	1.42	0.35	1.53	1.48	1.07	0.03
Buffalo Reg	1.62	0.35	1.80	1.69	1.27	0.05
CG Buffalo Reg	1.33	0.23	1.60	1.37	1.11	0.11
SM Buffalo Reg	0.85	0.57	1.31	1.05	0.29	0.10
OO Buffalo Reg	1.93	0.40	2.02	1.99	1.53	0.01

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